

# *KZ244 MSINGA MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2013/2014*



ADOPTED 29/05/2013

PRIVATE BAG X530

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3010

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## SECTION A EXECUTIVE SUMMARY

### 1. EXECUTIVE SUMMARY

#### 1.1 INTRODUCTION

This Integrated Development Plan is the first review of the five year Integrated Development Plan 2012-2017 adopted in 2012. It does not replace the existing five year plan but it amends it in light of the changed circumstances as specified in the Municipal Systems Act of 2000, as amended. An IDP is a growing document that changes according to the challenges facing the municipality as well as through new information becoming available to the municipality. According to Municipal Systems Act, Chapter 5, all the municipalities must compile the IDP which must be reviewed annually. This IDP incorporates, amongst others, the following changes:

- An update to the socio-economic data within the report based on the 2011 STATSSA Community Survey;
- Greater alignment with the Municipality's sector plans.
- Alignment with the provincial priorities
- New projects for 2013/14

#### 1.2 MSINGA MUNICIPALITY

##### "WHO ARE WE?"

Msinga Municipality is a local (Category B) municipality established in December 2000 as one of the four local municipalities constituting the uMzinyathi District Municipality in the northern part of the province of KwaZulu-Natal and the municipality is seated in the town of Tugela Ferry. Msinga is composed of six Traditional Authority areas namely, Qamu, Mchunu, Bomvu, Ngome, Mabaso and Mthembu, comprising an area of 2500 km<sup>2</sup>. The area is divided into 19 political wards with 37 Councillors. Msinga Municipality has a total population of approximately 177 577 an increase from 167 274 in 2001 Population Census, a total of 37 723 households.

The municipality is a largely rural area, 69 % of which (1,725 km<sup>2</sup>) being Traditional Authority land held in trust by the Ingonyama Trust. The remaining 31% of land is commercial farm land, all of which is located to the north of Pomeroy. Approximately 99% of the population lives in traditional areas as opposed to the formal towns of Pomeroy and the informal towns of Tugela Ferry and Keates Drift. The Msinga Municipality is in the south western part of the District Municipality area, sharing boundaries with the Nquthu and Nkandla Local Municipalities to the east, Umvoti Local Municipality to the south, uThukela district municipality to the west and the Endumeni Local Municipality(LM) to the north.

The nature of the topography is such that the Municipality is largely located in deep gorges of the Tugela and Buffalo Rivers. This effectively isolates the Municipal area from the immediate surrounding Municipal areas, such as Umvoti and

Endumeni. The Municipal area is accessible via the R33, linking it with Dundee, Ladysmith, Pietermaritzburg, Kranskop and Weenen. The offices of the municipality are situated at Tugela Ferry which is some 85 kms south of Dundee and 48 kms north of Greytown.

### 1.2.2 “HOW WAS THIS INTEGRATED DEVELOPMENT PLAN DEVELOPED?”

The Integrated Development Planning is a strategic planning document which guides all planning, budgeting, management and decision making in the municipality. It is essentially one of the key tools for local government to fulfil its developmental role. The IDP is an alive document, it follows a continuous process that is reviewed and updated annually. The purpose of reviewing IDPs is to essentially ensure that the plan reflects the community needs, the status quo, and development priorities at the said time, so as to enable “informed” decisions regarding developmental priorities and the allocation of resources.

#### a)The UMzinyathi Framework Plan

Prior to embarking upon the IDP review process, the uMzinyathi DM prepared a Framework Plan which outlined key alignment issues and dates. The Municipality participated in the formulation of this Framework Plan and it is aligned to the Msinga Municipality’s Process Plan

Msinga municipality then prepared its Process Plan for 2013/14 at the beginning of 2012/13 financial year. The Municipal Finance Management Act (Act No 56) of 2003 (MFMA) requires the IDP annual review and budget to be prepared alongside each other thus necessitating a joint process plan. The process plan on how to develop the IDP for 2013/2014 financial year was adopted by Council in September 2012. It served as a guide and that gives direction in terms of Institutional procedures for participation and alignment, IDP review action programme and details on roles and responsibilities of different committees. In line with the adopted Process Plan 2013/14, a number of community meetings, two IDP forums, IDP and Budget road shows and the municipality’s steering committee meetings were held with aim of planning together and integrating sectoral strategies in the municipality. It also was for purposes of aligning the strategies to the municipality’s vision and mission.

A Draft IDP 2013/14 was completed and presented to Executive Committee on the 13 March 2013, to full council on the 27 March where as stipulated by MFMA both draft IDP& Budget were endorsed and adopted respectively. The final was then presented and adopted by full council on the 29<sup>th</sup> May 2013 .

Activities according to Process plan	dates	% compliance with Process Plan
Municipal process plan 2013/14	September 2012	100%
IDP Forums	16 October 2012& 05 March 2013, 30 April 2013	80% compliance , some dates not honoured.
Steering committee meetings	06/11/2012, 15/01/2013,	80% compliance

	12/03/2013, 28/05/2013	
Draft IDP presented to EXCO	March 2013 May 2013	100% in line

**TABLE 1. Compliance with Process Plan**

The last meeting is scheduled to be held on 30 April 2013 after the draft IDP has been submitted to the DCOGTA for assessments. The final forum will be vital for fine-tuning and aligning provincial, district and local programmes.

The second IDP forum was not held on the 19 of February as stated in the Process plan due to catastrophic disasters that were sustained within the municipality. The meeting could not be honoured (the area became inaccessible by vehicles) and was therefore postponed to the 05 March 2013. It was advertised in the Ilanga newspaper 28 February 2013 in line with Chapter 4 of the MSA. The sector department's participation is commended this year, it is improving comparing to the previous years.

#### **b) Community Participation**

The process leading to the finalization of the budget and the IDP, the Mayor consults with various communities through izimbizo (community consultative meetings) that are held across the Municipal area in all 19 wards. This izimbizo are intended to showcase the draft budget/IDP. The needs as expressed by communities would be included in the IDP as projects prioritized per ward although some have no funding yet. These wards needs get presented to both EXCO and full Council.

The preparation and consolidation of the IDP programs and projects were informed by izimbizo minutes and report, UMzinyathi backlogs Study 2007, submissions from ward needs, inputs by some stakeholders, submission by Ward Committees and Traditional Leaders.

#### **c) Alignment with Sector Department**

Alignment with sector departments took place through their participation in the Municipality's IDP Representative Forums as well as through coordination initiatives organized by the uMzinyathi DM. Attendance at the District Municipality alignment session has improved this year.

### **1.3 "WHAT ARE THE KEY CHALLENGES AND OPPORTUNITIES THAT WE ARE FACING?"**

The key challenges are presented as derived from the municipal SWOT and are grouped into 6 NKPA's

NKPA 1: BASIC SERVICES

1.3.1 WATER

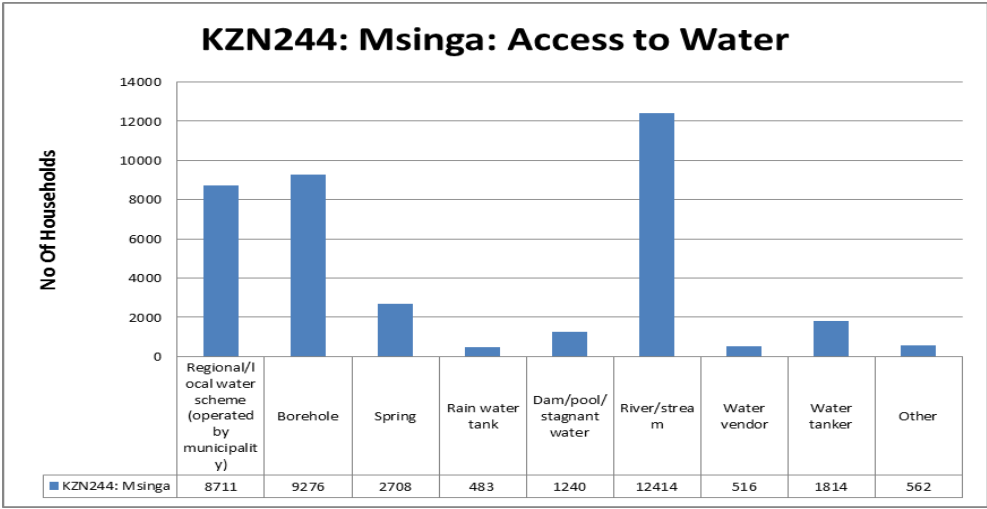
Historically Msinga was left out in the cold as far as development is concerned. Being a deep rural area infrastructure is limited and the lack of infrastructure as far as water, roads and electricity is concerned places enormous hardship on the community.

According to Statistics SA 2011 figures, it is estimated that 23% of the population of the Municipality had access to potable water. Other areas within the municipality have standpipes and boreholes with water also being drawn from protected springs. In most cases these springs are not maintained and livestock also drink from these sources thus contaminating them.

It is estimated that of the 530 boreholes in the area, only approximately 150 are operational as a result of poor maintenance or the water source itself being depleted. Water is thus a critical need.

In 2011, 23% of households had access to portable water (inside their dwellings, in the yard or sharing communal standpipe) while 14% rely on untreated water, this is a considerable growth considering that only 1.5% had access to pipe water inside their yards by 2007. Conversely, as much as 60.8% of households were still reliant on other untreated sources of water in 2007 (despite decreasing from 73.6% in 2001).

The spatial distribution of different levels of access to water infrastructure is depicted on the attached thematic map. The very high concentration of households below the minimum level of water infrastructure provision in the Msinga Local Municipality is clearly evident.



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**Source:** *Stats SA: Census 2011* Figure 1. Number of households with access to different levels of water infrastructure in Msinga LM

In terms of powers and functions, water provision is a function of UMzinyathi District municipality. The District is responsible for providing water to the Local Municipalities within its jurisdiction.

### 1.3.2 ELECTRICITY

Very small portions of the Msinga Municipality have electricity and as a result most households use wood for cooking. In the past years Eskom and Msinga Municipality has successfully completed the implementation of infrastructure establishment projects which included establishment of the Pomeroy sub-station, upgrading of the Tugela Ferry sub-station and the upgrade of single lines to three phase lines from sub-stations to residential areas.

Although significant progress has been made in Msinga LM, only 12.8% of households had access to electricity in 2007 with remarkable increase to 25% in 2011.

The completed infrastructure projects will enable the Municipality and Eskom to provide adequate grid electrification to the community households. An alternative energy source is solar panel (non-grid) has been used to reduce electrification backlog within the Msinga Municipality area of jurisdiction. According to Statistics SA , in 2011 a total of 2040 households utilise solar energy for lighting.

### 1.3.3 ROADS

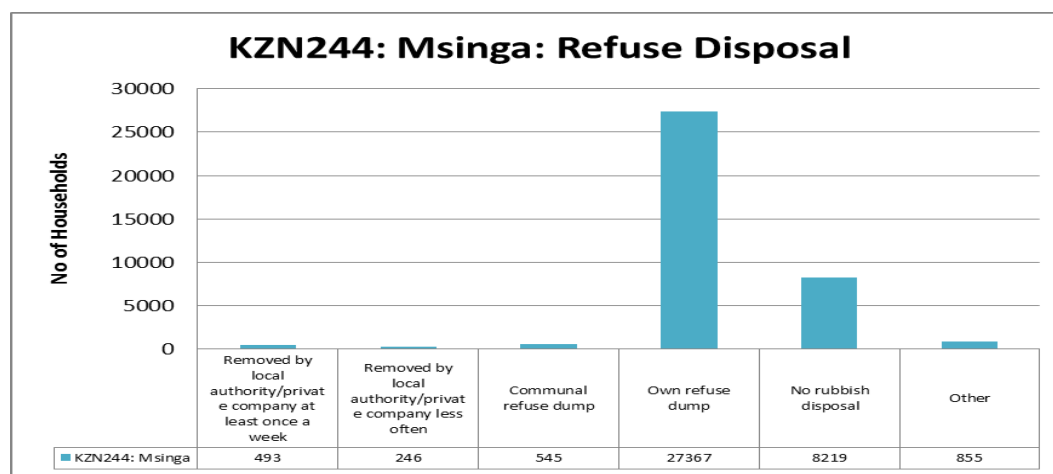
The R33 Provincial Road runs from north to south from Dundee to Greytown is very poorly maintained in sections with bad potholes existing. Some 800 kms of gravel roads have been built in the area with many of these being in a poor condition and needing maintenance.

The Department of Transport has commenced repairing the R33 main road in the area. Road upgrading and road maintenance is a priority for the municipality and forms the municipality's capital projects. The Municipality is in the process of upgrading local access roads which were identified as a priority issue in previous IDP's.

### 1.3.4 WASTE DISPOSAL

The provision of refuse removal services in Msinga LM is very limited. According to the information in Figure 2, less than 05 % of all households in the Municipality receive a regular formal refuse removal service. As much as 61.4% of households make use of their own refuse dumps, and a further 37% does not have access to any form of waste disposal service. A further aspect of concern is that the availability of refuse removal services has not improved in the Municipality over the period 2001 to 2011.

The limitations facing the Municipality are limited financial capacity of the municipalities and ability to further extend existing refuse removal services and the limitation of formalized and registered landfill sites in the Municipality. The municipality is in the process of preparing its Waste Management Plan to assist in dealing with solid waste challenges.



**FIGURE 2 : Source: Stats SA: Census 2011, Stats SA Waste removal services Msinga LM**

### 1.3.5 HOUSING

The Housing Plan was adopted in 2007. The Municipality has no formal waiting list therefore based on the housing backlog or demand on the Census 2001. Most communities in Msinga are poor and the houses are of sub-standard quality. This has made most of the households vulnerable to climate changes i.e storms and flooding. The total demand for low cost housing units within the Msinga Municipality is estimated to be 21 694 housing units, Census 2001.

The rural nature of the Msinga LM clearly depicted by the fact that more than 75% of households are residing in traditional dwellings constructed of traditional materials. No substantial occurrence of informal settlements or dwellings in backyards is prevalent in the Municipality.

Currently the Municipality has six active projects all at different stages namely KwaLatha Rural housing, Pomeroy Greenfield, Ezibomvini Rural housing, Mthembu Rural housing, Mvundlweni Rural housing and KwaDolo Rural housing. Each project has got 500 units.

The Municipality has prioritised 10 new sites that need housing. The new projects are as follows:

Douglas	Nhlalakahle	Ngome	Msinga Top
Mzweni	Mthembu phase	Nteneshane	Mahlaba
Mkhuphula	Mbono		

The limitations facing the Municipality are Inadequate basic services provided to the existing housing stock and the extent of housing structures in settlements located on steep slopes and within potential flood areas.

## NKPA: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

### 1.3.6 IMPACT OF HIV/AIDS

HIV and AIDS is one of the biggest challenge we face as a country. KwaZulu-Natal has the highest infection rate in the country. The district of uMzinyathi and particularly in the Msinga area has the highest levels of HIV/Aids infections due to its rural and underdeveloped nature with the current figure being estimated to be as high as 30%. However, it must be noted that a community like that of Msinga does not always seek medical attention when they get sick, thus some cases



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may not be recorded as some people are living within the gorges where the transport cannot access the area therefore other people cannot get help in terms of medication.

The response by the District Municipality has been that of setting up District AIDS Council. That has been followed by the formation of Msinga Local AIDS Council. The Mayor is the Chairperson of the Council and its function is to help by providing support and co-ordination of the AIDS initiatives. The co-ordination is done through the adopted Multi Sectoral HIV and AIDS strategy.

### 1.3.7 LOW LEVELS OF ECONOMIC DEVELOPMENT

Msinga, with the current lack of infrastructure, finds it difficult to attract investment to the Municipality. Some developers have, however, shown an interest in developing Pomeroy and to a lesser extent Tugela Ferry. One of the hindrances faced by developers is the fact that the land outside of the town of Pomeroy and the commercial farmland to the north is all owned by the Ingonyama Trust Board. As such, it is quite difficult for developers to acquire such land. The low levels of infrastructural development, skills of residents as well as the income levels also make other investment destinations more appealing to investors.

The main contributors of employment in the Msinga LM are the Community, Social and Personal Services Sector (42.9%); and the Agricultural Sector (12.5%). The largest proportional changes between 2001 and 2007 occurred in the Wholesale and Retail Trade Sectors (decreasing from 20.9% to 11.2%) and the Manufacturing Sector which increased from 3.9% to 9.7%.

### 1.3.8 HIGH LEVELS OF UNEMPLOYMENT

The Msinga Municipality is situated in a very rural area of KwaZulu-Natal and has very limited employment opportunities. This situation poses a serious challenge which requires strategic intervention on the part of the municipality.

There are no major industries within the municipality and people are largely employed either in the Social sector (Provincial or National government departments) or in the informal sector. The informal sector is largely made up of subsistence farming and small/ micro enterprises such as micro manufacturing. The unemployment rate in the Msinga LM decreased substantially from a very high 78.7% in 2001 to 55% in 2007.

## NKPA: SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMENT

### 1.3.9 Natural challenges

The population densities are scattered between high and low densities in the southern part of the municipality, with a clear correlation between the slopes gradient of a particular area and the population density. The northern part of the municipality has a low population density, with the bigger settlement areas like Pomeroy, Tugela Ferry, Rorke's Drift and Keate's Drift with high population densities. Higher population densities are generally, and understandably, found along the main transport route along the R33 and surrounding rural settlements including Dolo, Mkhupula, eNhlalakahle, Mashunka and Mazabeko.

The highly scattered population densities creates a lot of challenges with regards to equal provision of services, as well as the identification of a common Economic Development Initiatives to impact on the livelihoods of all residents in the municipality. It will be necessary to identify potential areas for densification, where provision of services can be done cost-effectively, and efficient economic initiatives could be implemented. It is essential that the municipality puts in

measures that protect environmental sensitive areas and therefore ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment. The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood line areas. The area located along the flood plain is a presenting a threat to the municipality, following catastrophic disasters that have taken place in two consecutive two years.

1.3.10 OPPORTUNITIES

**“WHAT OPPORTUNITIES DO WE OFFER?”**

Investment opportunities that exist at Msinga include ;

Agriculture

Agriculture in Msinga is still largely practiced for subsistence. The land further has limited capacity for productive agricultural development due to poor soil quality, adverse climactic conditions, and poor agricultural practices. Still certain opportunities exist which includes the following:

- Agricultural perishable products to local hospitals and general markets in nearby municipalities.
- Chakalaka and other vegetable agro-processing opportunities.
- goats

Livestock farming ( goats),The Msinga area is mainly dry with less vegetation however goats thrive in this environment; investment into commercial farming for indigenous goats presents another opportunity that needs to be exploited to its full potential. A study backing this finding was compiled by the municipality. With the help of Department of Rural development, an indigenous goats auction was held at Msinga Top in March 2013 where about 820 goats were successfully auctioned. This initiative will unlock another economic potential for the area.

Tourism

Tourism is also a field that needs to be explored. Msinga has a total of Six Seminal Historical battlefield sites of both national and international significance in close proximity to each other. Although most of the Battlefield Sites lie outside the Msinga municipality, the battlefield route follows the R33 which transcends the Msinga Municipality. The municipality in cooperation with the District Municipality can gain a potential competitive advantage in linking the Battlefields Heritage and Zulu Cultural tourism.

Tourism resources are limited throughout the municipality however there are some potential points and areas of interest which might contribute to the tourism industry in the municipality. These resources include resources which relate to geographic attributes, cultural interests or natural/ecological sites and attractions. Sites with tourism potential are located to the north eastern part of the municipality in close proximity to Rorke’s Drift and include the Fugitives Drift Nature Reserve. Some existing tourism activities exist around the Tugela Ferry and Keate’s Drift areas. Although the district has a comparative advantage in the battlefields tourism sites, these are mostly located outside of the Msinga Municipality. The municipality might need to focus its tourism initiatives on its existing natural features as well as cultural tourism opportunities, as identified in the PSEDs as well. Due to the natural landscape of the area, there is likely potential for the expansion of the eco- and tourism industry in the area

Partially, Msinga is also in the process of formalising Tugela Ferry into a formal town allowing potential investors the security they desire to settle at Msinga. The municipality is in the process of adopting an LED strategy said to provide a framework for investment opportunities.

Stonecrushing:

The area is blessed with huge stones that could be used in construction, etc. A study revealed that this is an opportunity that may be explored, to this end the municipality is trying to source funding.

Private developments:

A shopping centre has been approved at Tugela Ferry across the bridge in Mthembu Traditional Area next to the Library; agglomeration of services is in line with PSEDs and this presents an opportunity to attract further investors. This is a sign that the town is growing, It will also serve to relieve the congestion in Tugela Ferry CBD. With the town’s growth, an opportunity for the provision of medium density housing is presented. A new health facility is under construction at Pomeroy, another potential is presented here.

1.4 MUNICIPAL LONG TERM VISION

**MSINGA MUNICIPAL LONG TERM VISION**

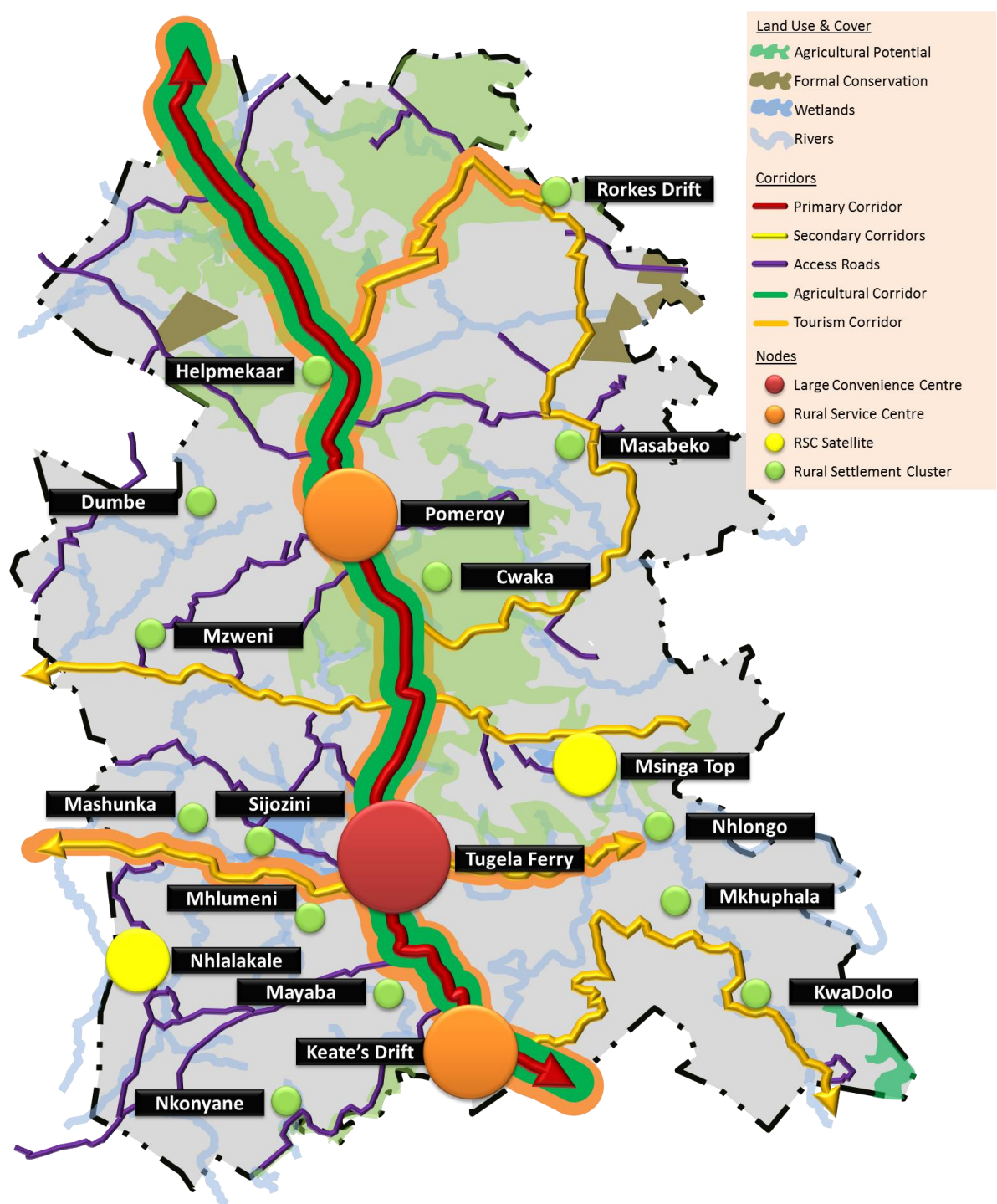
*Msinga will be a Municipality with the capacity to ensure local development, through good management and development support.*

Municipal Development Mission

The Batho Pele Principles forms the basis of the Msinga Mission. The principles and a short description of the principles are outlined below:

Consultation	Service standards	Access	Courtesy	Information	Openness and transparency	Redress	Value for Money
<ul style="list-style-type: none"><li>• Citizens should be consulted about service levels and quality of services wherever possible</li></ul>	<ul style="list-style-type: none"><li>• Citizens must be made aware of what to expect in terms of the level and quality of services</li></ul>	<ul style="list-style-type: none"><li>• Citizens should have equal access to the services to which they are entitled</li></ul>	<ul style="list-style-type: none"><li>• Citizens should be treated with courtesy and consideration</li></ul>	<ul style="list-style-type: none"><li>• Citizens must receive full and accurate information about their services</li></ul>	<ul style="list-style-type: none"><li>• Citizens should be informed about government departments operations budgets and management structures</li></ul>	<ul style="list-style-type: none"><li>• Citizens are entitled to an apology, explanation and remedial action if the promised standard of services is not developed</li></ul>	<ul style="list-style-type: none"><li>• Public services should be provided economically and efficiently</li></ul>

CONCEPTUAL SPARTIAL DEVELOPMENT FRAMEWORK



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### Figure 3 spatial interpretation map

#### Spatial Interpretation of the IDP Vision

The purpose of evaluating the Vision and Mission of the Local Authority is to highlight the components of these statements that need to be spatially interpreted. The Municipality needs to be aware of the implications of the spatial statements to allow them to prepare and evaluate a proper course of action. These spatial implications will be manifested within the Spatial Development Framework being compiled. The vision serves as a point of departure to highlight developmental aspects raised within the Spatial Planning and Land Use Management Bill.

It is further necessary to distinguish between a movement corridor and a development corridor, as different functions and development approaches are applied to these roads. The term “activity corridor” or “Development Corridor” is used for short sections of road that:

- exhibit intensity of activity along them;
- are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;
- are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

It is therefore possible to have short stretches of Development Corridors along a movement route such as the R33 which is the main movement route of the Municipality, as well as the only road along which intense economic activities takes place.

A movement corridor on the other hand provides for high accessibility and flow constant flow of movement between nodes and areas situated some distance from each other.

#### Primary Movement and Development Corridor

The Primary Movement and Proposed Economic Development Corridor (Depending on the Locality) is the following:

- R33

This road traverses the municipality in a north south direction and internally connects the main economic areas of Keats Drift, Tugela Ferry, and Pomeroy. The R33 further connects the municipality to Greytown in the South and Dundee in the North.

Public interventions envisaged relates to:

- a) Movement Corridor: Constant Inter Governmental communication and co-ordination relating to the linkages to nodes external to Msinga in Adjacent Municipalities.
- b) Developing localised Corridor Development Strategies (where R33 passes through towns/urban areas which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points, as distribution strategy between rural settlements and nodal areas.
- d) This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

The KZN DoT Route Designations for this route includes the Following:

- P6-3, P6-4, P6-5

#### SECONDARY ECONOMIC LINKAGES

The Secondary Economic Linkages are the following:

- P280
- D1268
- P281

- P365

Public interventions envisaged in this area relate to:

- a) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- b) Ensure multimodal transport integration occur along these roads at key points.
- c) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.

### **AGRICULTURAL CORRIDORS**

Although the Provincial Spatial Economic Development Strategy of KwaZulu-Natal identified only the southern part of the Msinga Municipality as having agricultural potential, it also identified an important regional Agricultural Corridor traversing the Municipality along the R33 in a North South direction. This corridor runs from Greytown in the south to Newcastle in the North.

Public interventions envisaged in this area relate to:

- a) Establishing / Expanding Agro-Processing facilities:  
Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market I – in other words, beneficiation of primary agricultural commodities.
- b) To involve communities in agro processing the following option can be considered:  
Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.
- c) Expansion of trade opportunities related to agricultural activities – formal and informal
- d) Focus on the following opportunities that exist within the Municipality.
  - Agricultural perishable products to local hospitals and general markets in nearby municipalities.
  - Chakalaka and other vegetable orientated agro-processing opportunities.

### **TOURISM CORRIDOR**

The PSEDS identified a tourism corridor traversing the municipal area in an east west direction connecting Tugela Ferry with Weenen in the west and Nkandla in the east.

The IDP further depicts that the R33 also serves as a tourism corridor as part of the Battlefield Routes, and can link to the R68 in Ngutu.

The following Interventions are proposed along the tourism routes.

- Focussing on marketing and developing of the 6 seminal National and International battlefield sites.
- Link Battlefield and Zulu Cultural Tourism Together.
- Eco-tourism related to natural beauty of the environment.
- Ensure accessibility to the battlefields area through infrastructure upgrading.
- Focused public investment to stimulate private sector investment.
- Diversification of products to adventure products (quad biking, rafting etc), craft and culture, and other activities that could complement or supplement the battlefields/heritage product.

The KZN DoT designations for the various above mentioned routes are the following:

- Helpmekaar to Rorkes Drift:
  - P53

- P109
- Tugela Ferry to Weenen:
- P280
- R33 from Keates Drift to Northern Boundary:
- P6-3, P6-4, P6-5

### Service Centres and Activity Points

The economy of Msinga Local Municipality, as is the case with most rural municipalities in KwaZulu-Natal, operates on a marginalised economic level, and cannot be compared to larger municipal areas with large population numbers, and stronger more vibrant economies.

The classification of nodal areas in terms of Primary, Secondary, and tertiary nodes might therefore be misleading in terms of describing the character of the specific nodal area.

Main nodal areas are assisted by various lower order nodes to distribute and provide essential services to the population groupings in their vicinity.

In order to portrair a more realistic nodal level, and not classifying the rural nodal areas on the same level of Metropolitan centres, the following hierarchy were utilised to define the level of nodes in Msinga:

<b>LARGE CONVENIENCE CENTRE, i.e. TuF</b>	The main centre of the local municipality, serving generally a radius of 25 km with most services and activities required at the local municipality level. This is the point with the highest accessibility within the municipality and provides accessibility on regular basis via public transport to the rural hinterland.
<b>RURAL SERVICE CENTRE (RSC)</b>	i.e. nodal development serving several local communities with above-local level facilities, amenities and activities, serving generally a radius of approximately 15km providing services required on a weekly to monthly basis. The municipality would accommodate two to four such nodes.
<b>RURAL SERVICE CENTRE SATELITE (RSCS),</b>	i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, civic and economic activities, depending on local conditions serving an area of 5 - 10 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.
<b>• RURAL SETTLEMENT CLUSTERS</b>	indicates a grouping of large settlement clusters with a large grouping of population. Limited services are provided at these locations, which should be serviced through the RSC Satellite Nodes. It may include a strictly local community centre providing for the basic needs of a community in terms of education, recreation, and depending on local conditions



serving an area of 2 - 5 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.

## **LARGE CONVENIENCE CENTRE**

Tugela Ferry is the only large economic node within the Msinga Local Authority.

The Rural Service System (RSS) developed by the KZN Planning Commission developed a set of criteria for classifying settlements. The focus during RSS development was on the district municipality, and classifications for the Local Municipalities were also done in terms of district system. Therefore a primary node within a Local Municipality, such as Tugela Ferry, could on the district level, be seen as a Primary Node.

Primary nodes, according to the RSS, are serviced by a number of secondary nodes providing lower order services to their communities.

## **RURAL SERVICE CENTRE (RSC)**

These centres perform a variety of functions including administration, service delivery and limited commercial activity.

The Rural Service Centres includes the following:

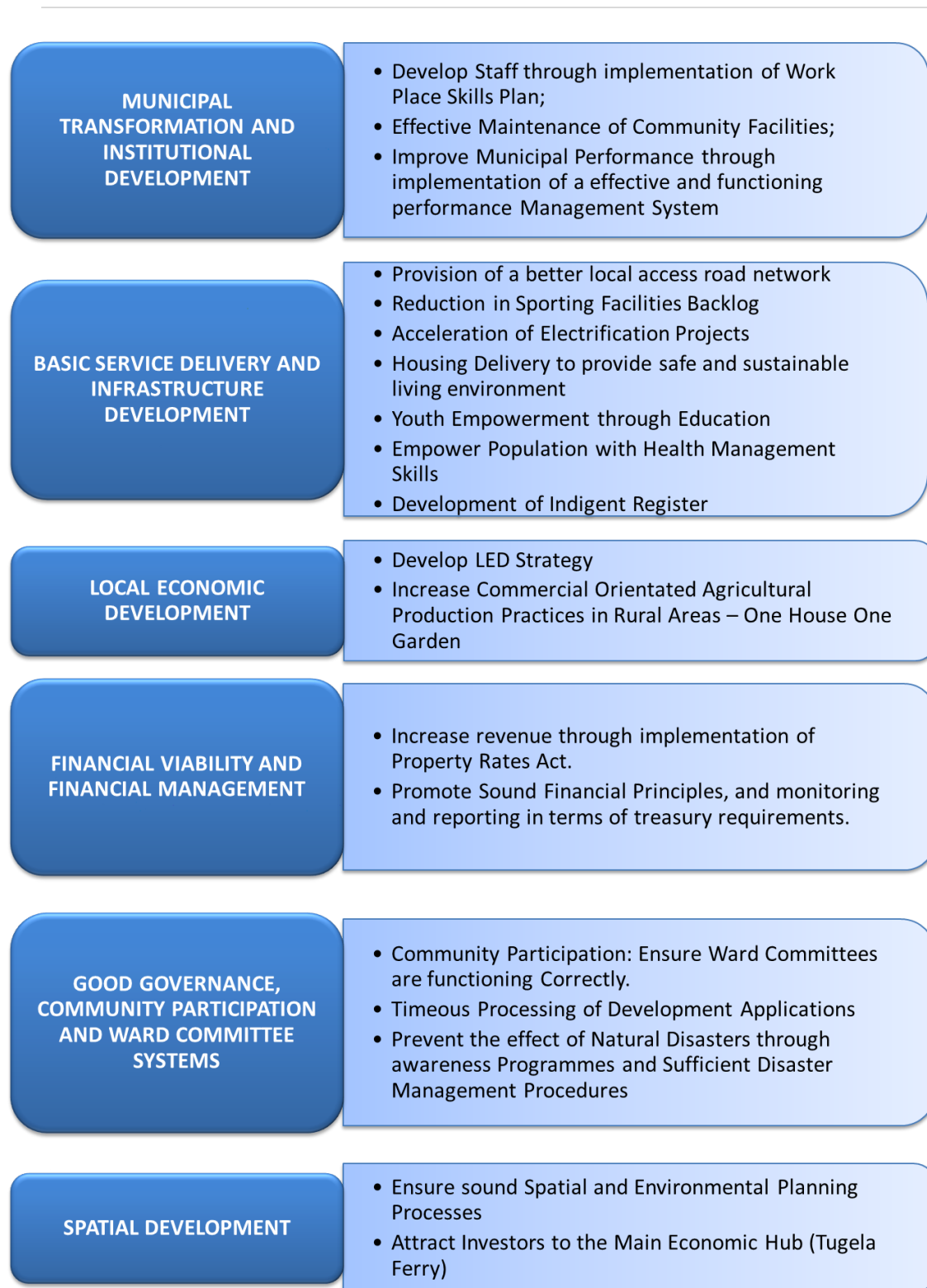
- Keate's Drift
- Pomeroy

## **1.5 PLANNED INTERVENTIONS**

### **"WHAT ARE WE DOING TO IMPROVE OURSELVES?"**

In an effort to improve as a Municipality, and towards the attainment of the desired state ; that is the above mentioned vision, various initiatives are being undertaken which will be for benefit of the community. The development goals are presented per KZN Key Performance Areas.





Basic Service Provision refers to access to water, electricity, sanitation, solid waste and roads. The provision of social facilities is also important in order to develop the municipality on a social level. Therefore the provision of sporting facilities is also important and links to the empowerment and education of the youth. Development of an indigent register will allow for the prioritisation of implementation projects.

Provision of better local access to roads will improve mobility, which will open up economic opportunities for the residents who can reach work places easier, due to the presence of public transport. It will also open economic markets that were not accessible previously due to inaccessibility.

## **1.6 EXPECTATIONS FOR THE NEXT FIVE YEARS**

### **“WHAT CAN YOU EXPECT FROM US OVER THE NEXT FIVE YEARS?”**

Msinga Municipality has grown from a staff component of 8 employees in 2001, to the current situation where 83 staff members are now employed 63 on permanent basis and 20 on contracts. Over the next five years it is envisaged that further staff will be appointed as the Municipality progresses.

One of the priorities that has been raised by the community is the need for adequate housing and to this end the Msinga Municipality has facilitated the development of three housing projects through the Department of Human Settlement that are to be provided in the order of 4000 homes. Further projects have commenced and others are still planned and as soon as the Municipality is in a position to manage additional projects, they will be initiated. In order to manage this process the Department of Human Settlements has placed the district level office with full staff which is working for UMzinyathi and Amajuba so as to assist with the housing projects.

With the levying of rates on properties that were not previously rated, the Msinga Municipality will be in a position to raise much needed funding which will be utilized in the main to undertake development initiatives in the area and provide services to the community.

## **1.7 MEASUREMENT OF PROGRESS**

### **“HOW WILL OUR PROGRESS BE MEASURED?”**

The Municipal Systems Act (Act 32 of 2000) as well as the Municipal Planning and Performance Management Regulations prescribe that all municipalities shall establish and implement an Organizational Performance Management System (PMS). Such as system is aimed at measuring the performance of a municipality in terms of targets and objectives set out in the IDP. Legislation places an obligation on the municipality to involve the community when developing the PMS as well as setting of Key Performance Indicators (KPI's) and performance targets.

The Msinga Municipality adopted the Organizational Performance Management Framework (OPMS) in March 2009. The framework is legally binding and all municipal employees abide by it, however it has not been cascade to junior employees. Council still, set annual objectives with related KPI's in line with the development objectives in the IDP as well as its Vision. These are measured quarterly and corrective action is taken when necessary.

In addition to the PMS, the Municipality adopted their Service Delivery and Budget Implementation Plan (SDBIP).The SDBIP facilitates the tracking of progress in terms of expenditure in relation to the objectives set in the IDP. The SDBIP 2013/14 will be compiled thirty days after the final Budget 2013/14 has been adopted by the municipal council in accordance with the legislation.

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Performance reports are submitted by 57 employees in line with the performance agreements signed in July 2013. Reports are submitted quarterly and are audited by the municipal internal auditor monthly. Performance Auditing Committee sits quarterly and audits quarterly reports against the set targets in the IDP and any deviations from the set targets is explained.

The development priority issues that are identified include the following:

**A. Basic Services Delivery and Infrastructure Development**

- The strategy focuses on facilitating the provision of new infrastructure and also the maintenance of existing infrastructure to ensure sustainable service delivery within the community. The indicator measures the outcome: the number of kilometres of roads achieved.

The provision of water, sanitation, and roads is inadequate within the Municipal area and huge backlogs exists which can only be eradicated at a minimum standard level.

**B. Socio-Economic Development**

- The strategy aims to identify potential and feasible initiatives that will contribute to the alleviation of poverty within the Municipality.

The Municipality has amongst the highest unemployment rates in KwaZulu-Natal and a very high rate of adult illiteracy. The impact of HIV/Aids is also recognized as affecting businesses in terms of labour productivity and declining demand. It also has huge social cost factors in terms of the provision of effective education, health and social services.

**C. Municipal Financial Viability**

- The strategy focuses on ensuring sound financial management and responsible budgeting as per the requirements of the MFMA that will ensure proper alignment with the Municipality's IDP.

The implementation of the IDP is reliant of an effective financial management system, and a strategy to enhance this capacity is necessary.

**D. Good Governance and Public Participation**

- The strategy focuses mainly on accountability to the communities on developmental issues and also introducing systems, procedures and processes to allow maximum participation.

Constant interaction of the Municipality with other spheres of government is required since municipalities depend on financial and institutional support from these tiers of government and also hold izimbizo to communicate the programmes to be undertaken by the Municipality to the respective communities.

**E. Municipal Transformation and Institutional Development**

- The strategy focuses on promoting sound administration which is efficient and effective and that will enable the municipality to meet its development needs

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The Municipality must ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

**F      Spatial Analysis and Environmental Management**

- The municipality has a number of plans that are addressing spatial planning issues however faces spatially challenges emanating mainly from land ownership. The municipality is currently preparing a new SDF, and Precinct Plans for all three towns Pomeroy, Keate's Drift and Tugela Ferry which is set to guide and influence spatial planning and thereby reflect the municipal vision spatially. The SDF under review and the Precinct plans are at different stages currently, it is envisaged to be approved by Council and implemented at the beginning of the next financial year.

## SECTION B

### PLANNING & DEVELOPMENT PRINCIPLES

#### SECTION B1: PLANNING & DEVELOPMENT PRINCIPLES

##### 2.1 THE LEGISLATIVE MANDATE FOR LOCAL GOVERNMENT AND ITS LINKAGES TO THE IDP PROCESS

Municipalities no longer only have the task of providing basic local administration, but they are now expected to play an important role in the country's struggle against poverty and underdevelopment. Government policy now requires municipalities to play an active developmental role. This policy places the local sphere of government in the fore-front of a national effort to put right the political, social and economic wrongs of the apartheid.

Developmental local government means that local government must be committed to work with its citizens and groups within the community, to find ways to meet their social, economic and material needs and improve the quality of their lives. It should target especially those members and groups within communities that are marginalized or excluded, such as women, disabled people and very poor people (White Paper, 1998). The following pieces of legislation give the municipality their mandate for operation

###### 2.1.1 The Constitution (1996)

The Constitution of the Republic of South Africa puts into context the role that local government has to play within the broader spectrum of government, governance, democracy and development. Of particular importance are:

- Chapter 3: Co-operative Government
- Chapter 7: Local Government
- Chapter 10: Public Administration
- Chapter 12: Traditional Leaders
- Chapter 13: Finance
- Part B of Schedules 4 & 5

Furthermore, the Constitution has given rise to a range of enabling legislation, critical to the transformation of local government. For example, inter alia:

- Municipal Structures Act, 1998;
- Municipal Systems Act, 2000;

- 
- Municipal Finance Management Act, 2003;
  - Municipal Property Rates Act, 2004; Etc.

The Constitution of South Africa envisages a robust local government system, which can:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy living environment; and
- Encourage the involvement of communities and community organizations in the matters of local government.

The IDP serves as one of the most vital strategic instruments through which local government seeks to live up to its development mandate enshrined in the constitution

### 2.1.2 The White Paper on Local Government (1998)

In 1998 the government issued a **Local Government White Paper**, which outlined a policy framework for local government. The Municipal Systems Act will complement these pieces of legislation, by regulating key municipal organizational, planning, participatory and service delivery systems.

### 2.1.3 The Municipal Systems Act (32 of 2000)

In terms of Chapter 5 of the Municipal Systems Act (MSA), all municipalities are required to prepare and adopt an Integrated Development Plan. The basis and the justification for this review process emanates from the legislative mandate, Section 34, Chapter 5 of the Local Government Systems Act, act 32 of 2000 as amended, quoted below. “Annual review and amendment of integrated development plan.

A municipal council –

- (a) must review its integrated development plan;
  - (i) annually in accordance with the assessment of its performance measurements in terms of section 4; and
  - (ii) to the extent that changing circumstances so demand; and
- (b) may amend its integrated development

This plan must be prepared every five years and reviewed annually, and the Act further stipulates how IDP’s should be prepared. In Chapter 4 the Act provides for the procedures and mechanisms of community participation. **The Municipal Systems Act** is part of a series of legislation which aims to empower local government to fulfil its Constitutional mandate. It is in line with the legislation that the municipal IDP was prepared.

### 2.1.4 The Municipal Finance Management Act (56 of 2003)

In terms of the Municipal Finance Management Act (MFMA), the budgeting process of the municipality and the Integrated Development Planning must be aligned and mutually consistent. This legislation provides a framework for a

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democratic, accountable and developmental local government system, as envisaged by the Constitution of the Republic of South Africa (1996). The municipal finance is governed by the stipulation of the MFMA, the municipality prepares its financial documents in line with the dates ,mechanism and procedures specified in the act.

## **B2. GOVERNMENT PRIORITIES NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES**

### **3.1 Millennium Development Goals**

“The concept of a developmental state – which applies both to the country and the province – is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. Indeed both the national and provincial government’s development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe.

The MDGs which need to be achieved by 2015 are:

1. Eradication of extreme poverty and hunger
  - Halve the proportion of people with less than R6.00 per day
  - Reduce by half the proportion of people who suffer from hunger
2. Achievement of universal primary education
  - Ensure that all boys and girls complete a full course of primary schooling
3. Promotion of gender equality and empowerment of women
  - Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
4. Reduction in child mortality
  - Reduce by two thirds the mortality rate among children under five
5. Improvement of maternal health
  - Reduce by three quarters the maternal mortality ratio
6. Combating HIV/AIDS, malaria and other diseases
  - Halt and begin to reverse the spread of HIV/AIDS
  - Halt and begin to reverse the incidence of malaria and other major diseases
7. Ensuring environmental sustainability
  - Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
  - Reduce by half the proportion of people without sustainable access to safe drinking water
  - Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
8. Developing a global partnership for development
  - Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally
  - In cooperation with the developing countries, develop decent and productive work for youth
  - In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
  - In cooperation with the private sector, make available the benefits of new technologies especially information and communication technologies”

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### 3.2 KZN provincial priorities

An attempt has been made to ensure vertical alignment of the IDP with the KwaZulu Natal priorities is achieved. The KZN provincial priorities where possible have been aligned to the municipal strategic framework. The priorities are:

- Rural development and agrarian reform
- Creating decent work and economic growth
- Fighting crime and corruption
- Development of human capability and education
- Creating healthier and sustainable communities and
- Nation building and good governance

### 3.3 National Spatial Development Perspective (NSDP)

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The Vision of the NSDP is as follows:

*South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:*

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning the Vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.



- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP Principle are indicated in the table below and where possible, these have been aligned to the municipality's strategic framework and the spatial development framework, particularly through the identification of the elements of the settlement hierarchy.

**TABLE 2 : NSDP Principles**

NUMBER	NSDP PRINCIPLE
1	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
2	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
3	Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
4	Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities.
5	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be organised into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

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### 3.4 The Provincial Growth and Development Strategy (KZN PGDS)

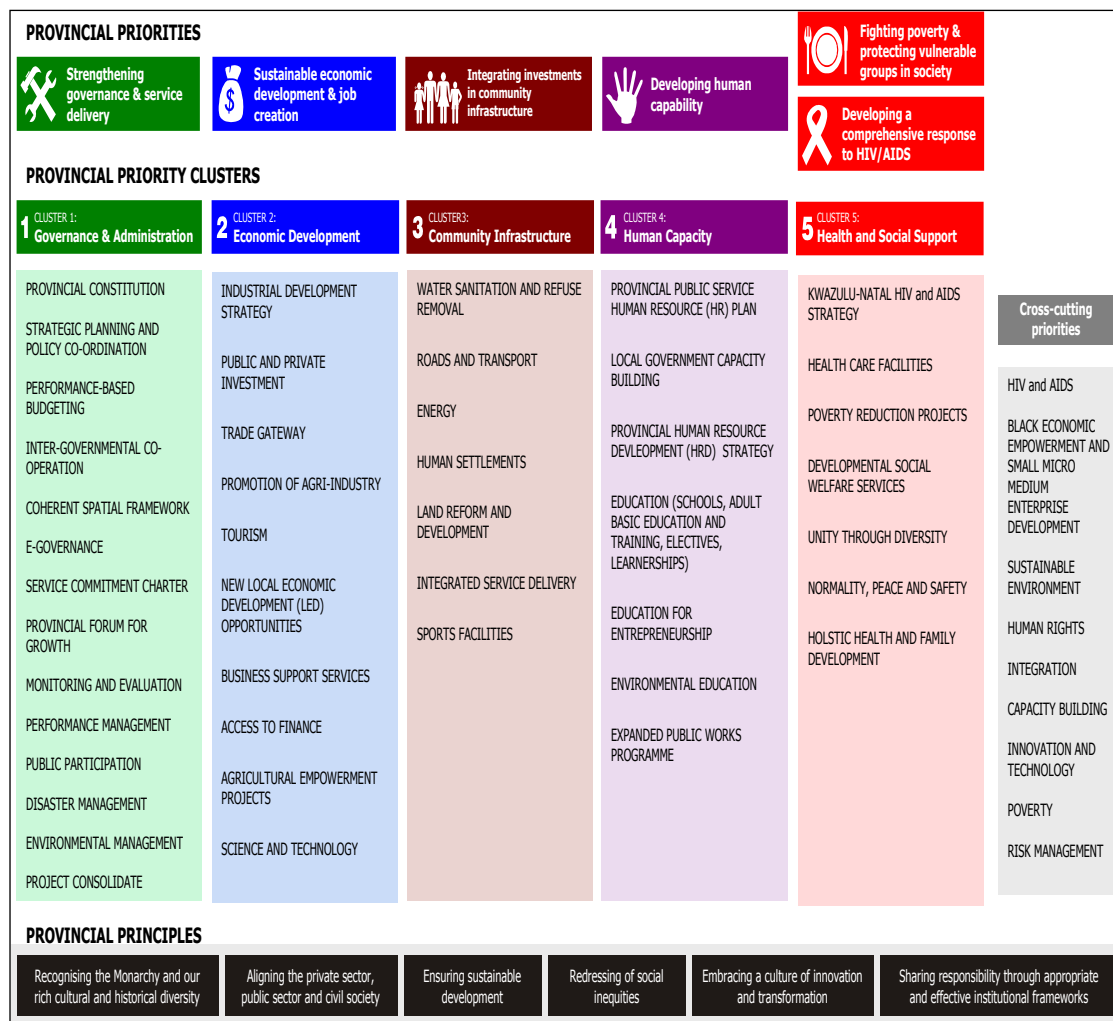
The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

Like the IDP process, the PGDS develops a Vision, Mission and Strategies. Of key importance to the Municipal IDP's, however, are the Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province. The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing a comprehensive response to HIV/ Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are shown below:

**FIGURE 4: Summary of the Provincial Growth and Development Strategy**



### 3.4.1 The Provincial Spatial and Economic Development Strategy (PSEDS)

#### (i) Introduction

The PSEDS flows from the PGDS and is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDS are 35 authorized as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/ or economic growth.

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The PSEDs therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalise on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

## **(ii) Classification of Areas of Economic Potential**

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

Cultural Tourism is identified as an area of potential for the Msinga Municipality as are portions of the municipality for agricultural development and agri-processing.

## **(iii) Classification of Areas of Poverty and Need**

The PSEDs identifies poverty levels and densities based on the 2001 Census information. *Poverty density* is a measure of the numbers of people within an area below the poverty level. In terms of their classifications, the highest levels of poverty are largely found in the former KwaZulu homeland areas and in particular in the Msinga municipality.

## **(i) Classification of Nodes and Activity Corridors**

In terms of the classification of nodes provincially, the nearest node to the municipality is the urban centre of Dundee and Glencoe which form a tertiary level node.

In terms of the classification of activity corridors, the R33 is identified as a secondary corridor (SC12) which runs between the following three centres, namely Greytown- Msinga- Madadeni. The PSEDs identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependent on labour costs, and affordable transport linkages (i.e. Agriculture and mining);

- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependent on tourism attractions; and
- **Public service and administration.**

### 3.5 Cabinet Legotla

Cabinet Legotla resolved in September 2012 that the inclusion of Operation Sukuma Sakhe in IDP could be achieved by convening IDP meetings within 2 months from September 2012 in order to facilitate consolidation of all departmental projects and spatial budgeting to municipal IDPs and governmental priorities. In line with this mandate Msinga municipality held its first IDP forum on the 16<sup>th</sup> of October 2013.

### 3.6 State of the Nation Address (SONA)

Guides government policies and actions. It seeks to reaffirm government's commitment to advance ideals of the country's Constitution at all times. The statement focuses on the steady progress made in various areas such as health, education, and fight against crime, human settlements, water provision, energy, rural development and many more. The main priorities identified are:

- Poverty, inequality and unemployment
- Job creation(new growth approach)
- Rail, road and water infrastructure
- Movement of goods and economic integration
- Industrial and agricultural development
- Export capacity.
- Improvement to infrastructure development.
- Access to basic services e.g. water, electricity and sanitation

The municipal priorities are aligned with the SONA priorities, the municipality embarks on infrastructural projects where local roads are constructed ,during construction local labours and contractors are given job opportunities. On completion of each road ten women are employed to maintain the road. Agriculture is one of the competitive edge of the municipality, thus each ward has projects aimed at accelerating agricultural production . The municipality also has an agri- industrial project in progress.

### 3.7 state of the Province Address (SOPA)

The highlight of the triple challenge of unemployment, poverty and inequality persists, despite the progress made. In 2011,2012 and 2013 the central theme of the State of the Nation address was that of job creation. Some of the priority issues identified are:

- Infrastructure revolution
- Provincial Growth and Development Strategy
- Water
- Electricity
- Human Settlements
- Expanded Public Works Programme
- Operation Sukuma Sakhe
- Development of economic zones
- Tourism
- Building a spirit of entrepreneurship
- Zimele
- Livestock project
- COP 17
- Clean audit 2014

### 3.8 Outcome 9

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The vision is to develop a rigorous data driven and detailed segmentation of municipalities that better reflect the varied and capacities and contexts within municipalities and lays the basis for a differentiated approach to municipal financing, planning and support through:

- Ensuring improved access to essential services.
- Initiating ward-based programmes to sustain livelihoods.
- Contributing to the achievement of sustainable human settlements and quality neighbourhoods.

Through ward plans the municipality has several poverty alleviation and infrastructure programmes aimed at accelerating community development.

#### Provincial Growth and Development Strategy

A long term socio-economic development strategy focusing on building a growing and developing the Province / District Municipalities.

- Critical to that is positioning of Msinga as a self-sufficient food secure municipality.
- Improvement in education and training of all the people.
- Focus on improvement of access to health, education.
- Provision of welfare services.
- Promoting entrepreneurship.

The municipality recognizes the need to invest in the youths education, thus for 2013/14 279 bursaries will be awarded to accelerate tertiary education and therefore improve the lives of people in Msinga. The municipality builds crèches as part of its infrastructural projects as an attempt to ensure the children of Msinga receive access to early childhood education.

#### **3.9 OPERATION CLEAN AUDIT 2014**

Msinga municipality has received unqualified audit report for the past five years, and is putting mechanisms to achieve clean audit in 2013 in time for the national target of 2014.

#### **3.10 Municipal Turn Around Strategy**

**MTAS** developed tailor made strategy which is meant to assist municipalities in identifying key challenges in terms of service delivery. The key challenges were identified according to the key performance areas of the municipality e.g.

- Financial viability and management
- Good Governance and Public Participation
- Municipal Transformation
- Basic Services Delivery and Infrastructure Development

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TABLE:3 Msinga municipality MTAS

AS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
1. Access roads and maintenance of the municipal roads	5 New access roads (29.5 Km) to be constructed by the end of 2013/2014 financial year and existing roads maintained	<ul style="list-style-type: none"> <li>Provision of budget from MIG budget</li> <li>Appointment of project manager and contractor</li> <li>Construction of the road</li> <li>Undertake SCM processes</li> </ul>	Technical Manager, CFO, MM,	30 June 2014	<ul style="list-style-type: none"> <li>None</li> </ul>	None
2. Implementation of the electrification master plan	Electricity reticulation to the communities of Sjozini 300 connections) and Madulaneni(300 connections) Phase1	<ul style="list-style-type: none"> <li>Appointment of project manager and contractor</li> <li>Engage Eskom to approve the plans</li> <li>Construction of the project</li> </ul>	Technical manager, CFO, MM,	30 June 2014	<ul style="list-style-type: none"> <li>Insufficient budget available</li> <li>Price escalations</li> <li>Delays in plans approval by Eskom</li> </ul>	<ul style="list-style-type: none"> <li>More funding to be made available DME</li> </ul>
3. Eradication of housing backlog	250 units in each project i.e Latha and Mvundlweni completed	<ul style="list-style-type: none"> <li>Hold bi-monthly housing forum meetings with DoHS and IAs to monitor the performance of the IA on the approved projects and facilitate project</li> </ul>	Development planning manager, DoHS	30 June 2014	<ul style="list-style-type: none"> <li>Delays in projects approval by DoHS</li> <li>Incompetent Implementing Agents</li> <li>Land issue holding Dolo housing projects</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of staff by the DoHS</li> <li>Technical support from DoHS</li> </ul>



AS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
	Obtain stage two approvals for Ezibomvini and Mthembu projects	implementation				
4. Fighting poverty	Construction of an Agri processing plant	<ul style="list-style-type: none"> <li>Source funding</li> <li>SCM processes</li> <li>Construct the project</li> <li>Hand over to the beneficiaries</li> </ul>	Development Planning Manager, CFO, MM	September 2013	<ul style="list-style-type: none"> <li>Training of the beneficiaries</li> <li>Markets</li> <li>Insufficient budget</li> </ul>	<ul style="list-style-type: none"> <li>COGTA to assist in negotiating for a site</li> <li>Increased budget</li> <li>Technical support from DAEA</li> </ul>
		<ul style="list-style-type: none"> <li></li> </ul>				
5. Public participation	19Mayoral Izimbizo	Number Izimbizo hosted	Cooperate Services Manager, MM, Mayor	30 June 2014	None	None
6. Clean Audit	Achieve Clean Audit by 2012/2013	<ul style="list-style-type: none"> <li>Make use of the Internal Audit to improve controls</li> <li>Address the concerns of AG in the 2011/2012report</li> </ul>	Municipal Manager/CFO	30 September 2014	Relevant skills for finance staff	Cogta and Treasury support, Make use of the Internal Auditto improve controls
7. Revenue enhancement	Evaluate properties	Evaluate properties to implement tariffs	CFO, MM	30 September 2013	None	None
	Establish a functioning Youth	<ul style="list-style-type: none"> <li>Convene a Youth meeting</li> </ul>	Development Planning	30 October 2013	None	None

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AS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
8. Youth Development and Recognition of People living with disabilities	Forum, Establish a Forum for people with disabilities	<ul style="list-style-type: none"> <li>Elect a Youth Forum</li> <li>Form a Forum for People with Disabilities</li> <li>Link them with organisations like Blind Society</li> </ul> Provide budgets for the two bodies	Manager &Community Services Manager			

## SECTION C : SITUATIONAL ANALYSIS

### 1 SPATIAL ANALYSIS: REGIONAL CONTEXT

The Municipality has made use of the STATSSA (2001&2011) a Community Survey data to prepare this new IDP document.

Msinga is a local (Category B) municipality established in December 2000 as one of the four local municipalities constituting the uMzinyathi District Municipality in the northern part of the province of KwaZulu-Natal and the municipality is seated in the town of Tugela Ferry. The Municipality consist of three towns namely Tugela Ferry, Keats Drift and Pomeroy.

The Msinga Municipality is illustrated by a map attached below as **figure 5: National Locality** in the south western part of the district municipality area, and shares its boundaries with the Nquthu, Nkandla and UMvoti Local Municipality with UThukela District Endumeni Local Municipality. The municipality is demarcated into **19** wards as illustrated by the contextual map attached hereto as **figure 6**.

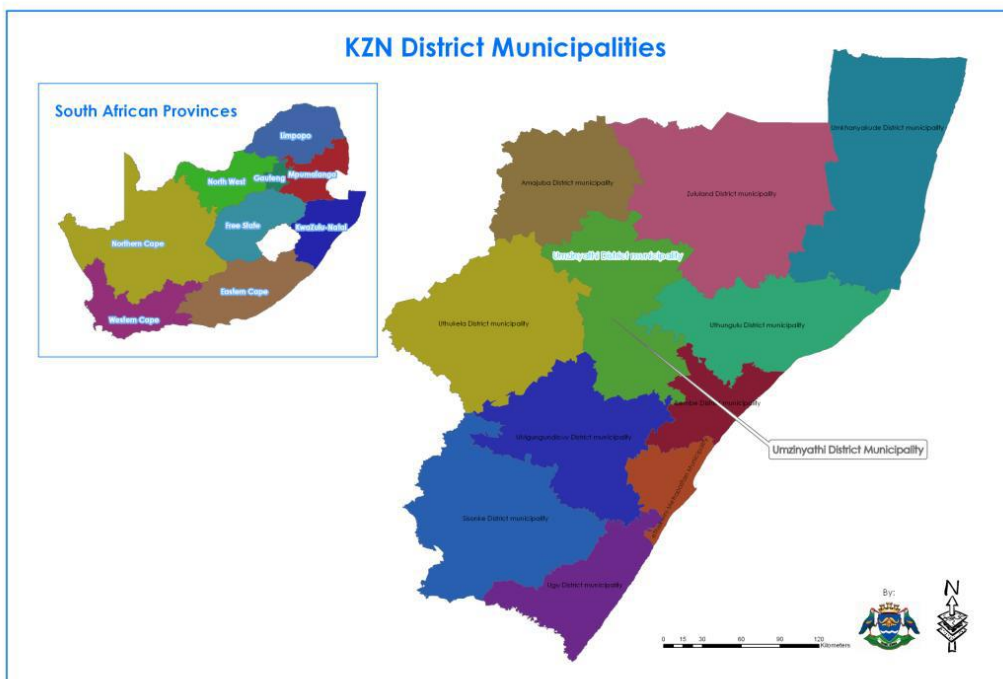


FIGURE 5: NATIONAL LOCALITY

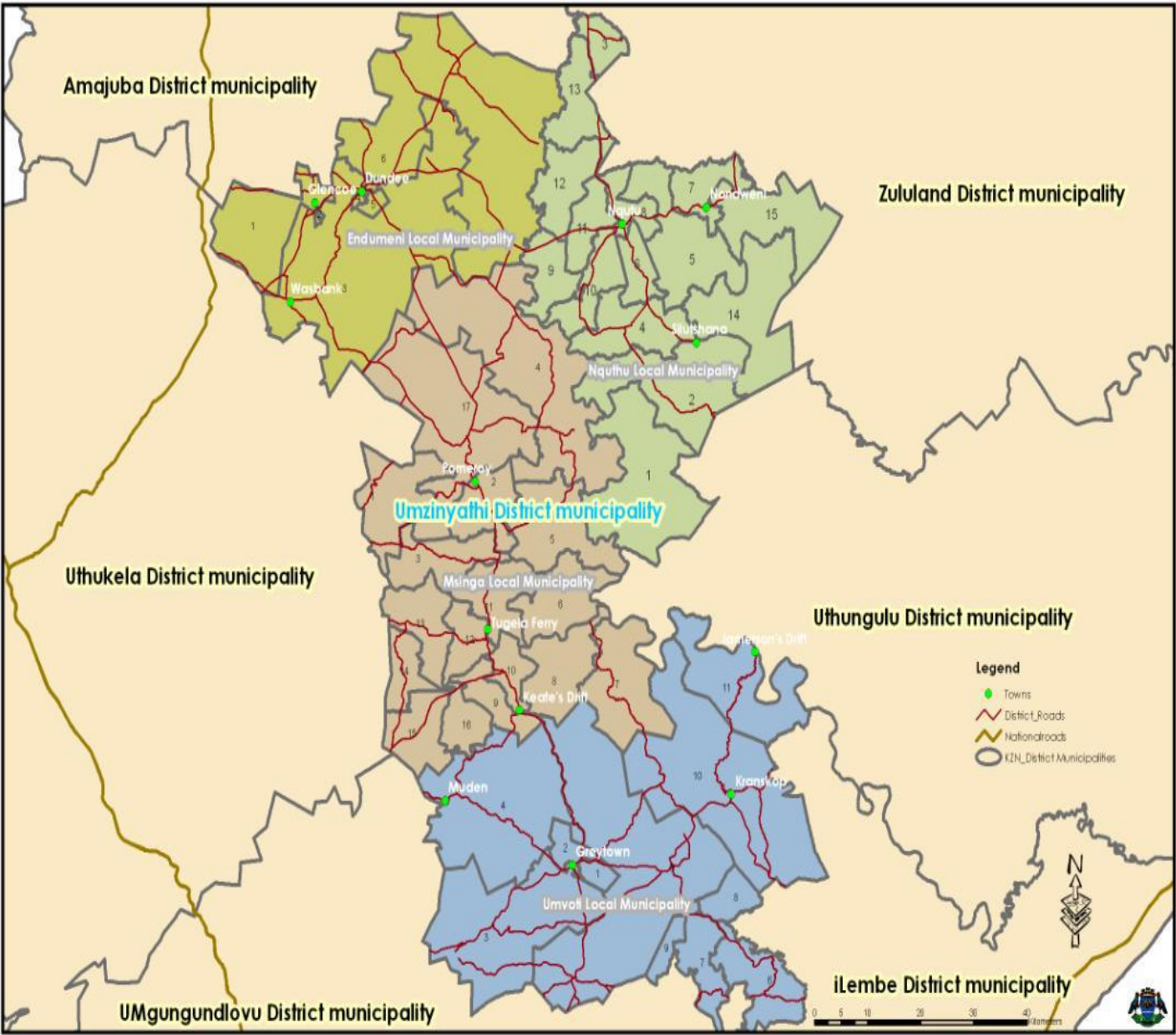


FIGURE 6: Umzinyathi district municipality ward map

1.2 Administrative entities

Figure 7:Land ownership map

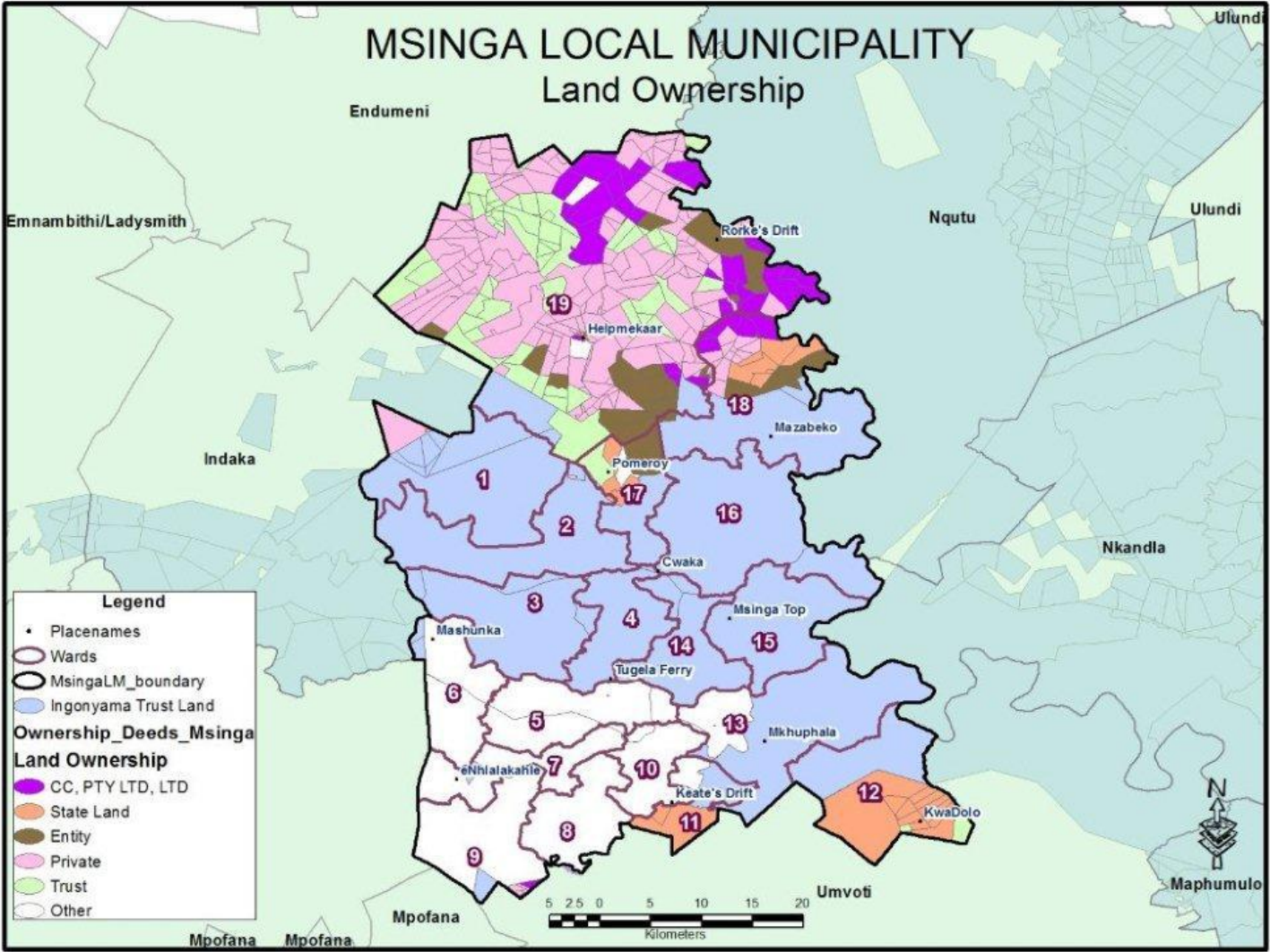


Table4: General Ward Information

The table below reflects the nineteen wards that make up Msinga municipality.

Ward	General	Towns and Villages
Ward 1	Councilor: B. Brown  Population: 4551  Extent:153.24 km²	Douglas, Dumbe, Enhlanhleni Mission, Hlela, Lewis, Mkhamo, Mkhuzeni, Mpopolwane, Mumbe, Ngabayena, Nhlanhleni, Ntanyazulu, Nzimane.
Ward 2	Councilor: M.P.S. Mshibe  Population:4131	Iphuphuma, Mkamo Mpopolwane, Mpetu, Mpuntsheni, Mzweni, Nkamba, Ntuli, Primrose.

	Extent:126.64 km <sup>2</sup>	
<b>Ward 3</b>	Councilor: J.V. Langa Population: 4028 Extent: 115.00 km <sup>2</sup>	Esijozini, Macango, Magubela, Mamnbeni, Matogane, Mvubuntusi, Ngubo, Nhlonhloni, Ntunjani.
<b>Ward 4</b>	Councilor: M.W. Sokhela Population:4399 Extent: 66.37 km <sup>2</sup>	KwaNtonga, Mabuzela, Mbondweni, Sikhaleni, Sompofu.
<b>Ward 5</b>	Councilor: Z.R. Sithole Population:3721 Extent: 346.67 km <sup>2</sup>	KwaBuyisa,KwaMathengwenya, KwaMathinsi, Malomeni, Mbabane, Mhlakazi, Uzizi.
<b>Ward 6</b>	Councilor: K.I.Q. Mbatha Population: 4050 Extent: 72.83 km <sup>2</sup>	Guqa, Impafana, Jolwayo, Mashunka, Mathima, Mduna, Mqamukantaba, Nondlathi.
<b>Ward 7</b>	Councilor: M.Sithole Population: 4489 Extent: 62.46 km <sup>2</sup>	Embangweni, eNhlalakahle, Nhlamkholi, Nhlamkholi, Nhlamkholi, Mission.
<b>Ward 8</b>	Councilor: B.Dumakude Population: 4018 Extent: 65.71 km <sup>2</sup>	Ekuvukeni, Galibasi, Impala, Inhlonze, Kwa Ntabandini, Kwenteshana, Mandulane, Nkonyana, Ntabakayishi.
<b>Ward 9</b>	Councilor: M.S. Khoza Population: 3385 Extent: 91.10 km <sup>2</sup>	Emachunwini, eSinyameni, Gujini, Ntababomvu, Ntanyana, Ophathe, Sinyama.
<b>Ward 10</b>	Councilor: A.S. Shezi Population: 3928 Extent:48.17 km <sup>2</sup>	Ethembeni Mission, Fabeni, Mayaba, Mpumulwane, Nxamalala, Thenyela, Thulini Lwezulu.
<b>Ward 11</b>	Councilor: S.H. Ximba Population: 3955 Extent: 41.40 km <sup>2</sup>	eChibini, Mawozini, Othulini.
<b>Ward 12</b>	Councilor: k.A.Ngubane Population: 3754	Dolo, Nqoleni, Nzalo, PhakweKranskloof, KwaMazongwane,



	Extent: 125.85 km <sup>2</sup>	
<b>Ward 13</b>	<p>Councilor: D.M.Ndlovu</p> <p>Population: 3503</p> <p>Extent: 163.45 km<sup>2</sup></p>	Latha, Mbonja, Mkhupula, Ndaya, Nhlonga.
<b>Ward 14</b>	<p>Councilor: S.G.Masimula</p> <p>Population: 3573</p> <p>Extent: 72.19 km<sup>2</sup></p>	Tugela Ferry
<b>Ward 15</b>	<p>Councilor: B. Mthethwa</p> <p>Population: 3570</p> <p>Extent: 94.92 km<sup>2</sup></p>	Gxobanyawo, Ngubevu.
<b>Ward 16</b>	<p>Councilor: T.L.Nene</p> <p>Population: 3769</p> <p>Extent: 169.26 km<sup>2</sup></p>	Gxushaneni, Mngeni, Nhlomula, Nqabeni, Qghohi, Wolwane
<b>Ward 17</b>	<p>Councilor: N.Majozi</p> <p>Population: 4258</p> <p>Extent: 63.49 km<sup>2</sup></p>	Ellesmere, Gabela, Makhasana, Nhlomula, Pomeroy.
<b>Ward 18</b>	<p>Councilor: T.M. Mabaso</p> <p>Population: 3681</p> <p>Extent: 177.35 km<sup>2</sup></p>	Buffalo Home, Buffels Hoek, Dori, Dubula, Gilling, Harding, Hermansluft, Impala, Kambi, Mahlaba, Makhonde, Mamkamane, Mazabeko, Menock, Nazareth, Neuest Hiem, Walheim.
<b>Ward 19</b>	<p>Councilor: B.P. Ngcobo</p> <p>Population: 3793</p> <p>Extent: 706.41 km<sup>2</sup></p>	Aloe Kop, Alva Mission, Amoibie, Boodklip, Brakstone, Buffalo Bend, Buffalo Gorge, Craig Miller, Caigneathan, De Doore, Doornhof, Elandberg, Elandskraal, Elsinor, Excelsion, Fugitives Drift, Giba, Goedekeus, , Gwaersberg, Hashimi, Helpmekaar, Hope, Indanyana, Johanna Ruins, Kalwerfontein, Kanonkop, Kempenfeldt, Kersgrove, Khonkotha, Kilburnie, Knostrope, Kwa-Jobe, Lanesburg, Lena, Livingstone, Lotto Low Level, Mabelane, Macembe, Madleni, Mahoyoyo, Mamponjwana, Mancoba, Masendeni, Matatana, Matikulu, Maxheqwana, Maxwildton, Mchjeane, Mkhholomo, Montrose, Mooi Keus, Mooifontein, Mozama, Mpompolwane, Mpophoma, Murase, Mzinyashana, Ngcongwana, Ngudumeni, Nkalani, Nkunyana, Noustropoas, Nyonyana, Orange, Oskarber, Othello, Overton, Paddock Persberg, Preiburg, Raven, Redrog, Riverview, Rooifontein, Rorke's Ferry, Salebo, Shepleigh, Shiyane, Sihlwa, Siqindi, Skhanyisa, Smaldeel, Somersen, Steinthal, Stockholm, Stone Hill, Sutherland, Swartwater, Swedish Mission Station, Tarka, Tholeni, Tshatshavu, Uithoek, Urtzicht, Vaalkop, Valhalla, Verden, Vermaaks Kraal, Welgelegen, Weltervrede, Wilhelmshohe, Woodleigh, Youngerhill,

Figure 7: Land ownership map

Msinga municipality has 19 wards as illustrated in the Land ownership map above. Nine wards are held in trust under ingonyama trust board, 8 wards is state land while about half the land in ward 19 is privately owned. Pockets of state owned land occurs in ward 12,17,18 and ward 11.

### 1.3 STRUCTURAL ELEMENTS

Msinga municipality's population is relatively dispersed and where services exist they are concentrated along road infrastructure and water sources such as the Tugela and Mooi river. The main towns are Pomoroy, Keates Drift and Tugela Ferry. The terrain is very rugged and steep which makes service delivery costly to achieve for all households.

### 1.4 EXISTING NODES AND CORRIDORS

The nodes identified are based on the functions of the centres within the municipality and was classified as such by the Msinga Local Municipality. The municipality differentiates between Primary, Secondary and Tertiary nodes. Tugela ferry is the only primary node while Keates Drift and Pomeroy are secondary nodes.



1.5 LAND COVER

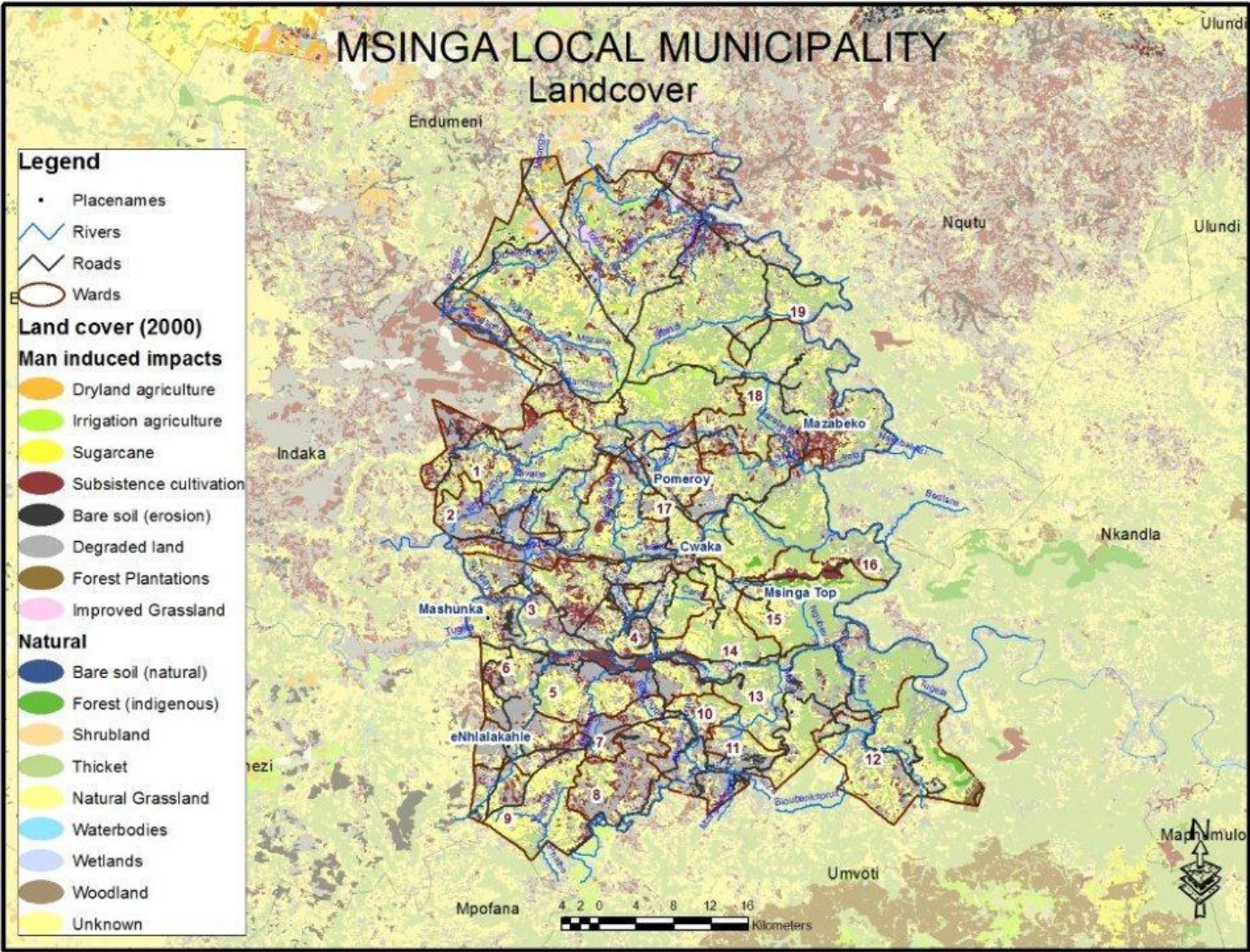


Figure 8 Land cover map

The municipality is a largely rural area, 69 % of which (1,725 km<sup>2</sup> of the approximately 2,500 km<sup>2</sup>) being Traditional Authority land held in trust by the Ingonyama Trust. The remaining 31% of land is commercial farm land, all of which is located to the north of Pomeroy. Approximately 99% of the population lives in traditional areas as opposed to the formal towns of Tugela Ferry, Keates Drift and Pomeroy.

The broad land cover found in Msinga Municipality, as depicted on **Map 8:Land Cover** consist of:

Man induced impacts	Natural
Mines and quarried	Bare soil (natural)
Built-up (Commercial)	Forest (indigenous)
Built-up (Residential)	Shrubland
Built-up (Informal)	Thicket
Dryland agriculture	Natural Grassland

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Irrigation agriculture	Waterbodies
Sugarcane	Wetlands
Subsistence agriculture	Woodlands
Bare soil (erosion)	
Degraded land	
Forest Plantations	

From the Land Cover map, it is evident that the majority of the land cover is thicket and natural grassland, with subsistence cultivation scattered widely throughout the municipality, The South Western portion of the municipality is dominated by degraded land, therefore restricting the contribution by agricultural activities.

From the land cover data it is evident that the only real commercial agricultural activities are happening in the northern part of the municipality, within a 30km radius around Helpmekaar. Some limited and scattered irrigation agriculture is practiced to the north and south of Helpmekaar. To the furthest northern part of the municipality, there is some dry agriculture and improved grassland areas. Subsistence cultivation dominates the landscape of the Msinga Municipality, particularly to the southern and eastern parts of the municipality. The low lying areas surrounding water masses like the Tugela River, is extensively used for this purpose.

The mountainous and steep areas are mainly covered with thicket and some grassland, whilst the more evenly sloped areas are distinctively covered with higher occurrence of grasslands. The majority of settlements are characterised as rural in terms of density and character. These settlements are heavily concentrated within the southern and eastern parts of the municipality within the traditional authority areas. Some concentration of subsistence cultivation is also found in the central western areas and far northern areas of the municipality. This illustrates a relatively evenly scattered traditional settlement patterns on the Ingonyama Trust land.

## 1.6 LAND OWNERSHIP

**Map 7: Land Ownership** depicts the ownership of the properties within Msinga. It is clear that the municipality is split into two larger distinct land ownership areas, with the southern part of the municipality falling mostly under the ownership of the Ingonyama Trust Board, with the northern part falling under various types of ownership. The principle ownership type in the northern parts of the municipality is private with a large portion of this part of the municipality also owned by trust or company entities.

Depending on existing communication structures between the local authority, and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services as majority of the land is owned by the Ingonyama Trust Board

## 1.7 LAND REFORM

The municipality only has one record of a land reform of Dolo area on ward 12 that is currently being finalised because there is a housing project on the area .

## 1.8 LAND CAPABILITY AND AGRICULTURAL POTENTIAL



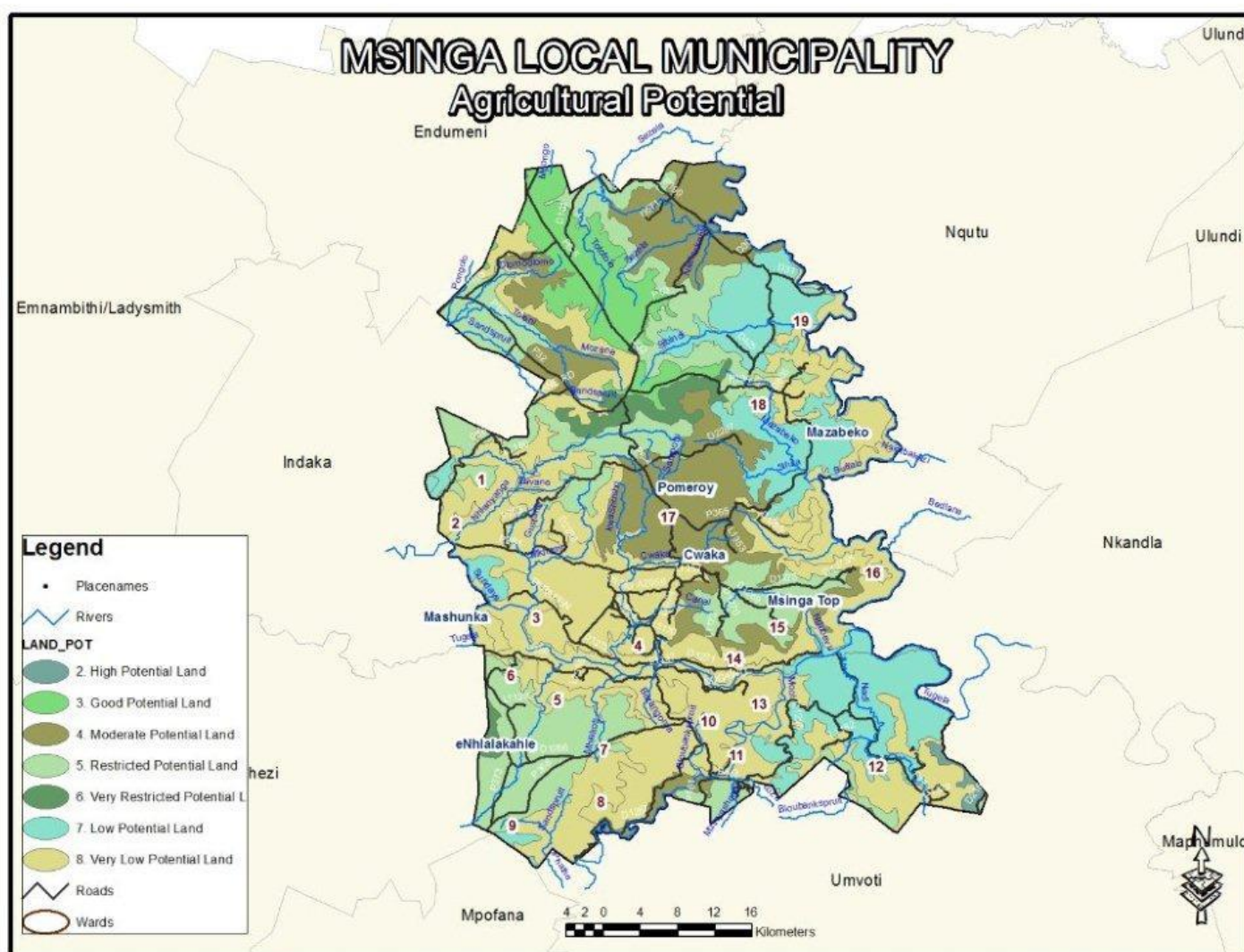


Figure 9: Agricultural potential

The land capability of the Msinga Municipal area, as indicated on **figure 9: Agricultural potential** is highly dispersed, ranging between **Land capabilities classes II to VIII** as per **Table 5** below. The majority of the land falls under class VIII, classified as wilderness, with virtually no capability for economic agricultural activities of any kind. Large areas bordering these wilderness areas form part of class VII, The land use options within this class include wildlife and recreation. This may be a result of the existence of stones or low water holding capacity. The limitations in this class may result from the moderately steep slopes, low fertility or slow permeability of the subsoil.

Large portions of land fall under class III, which has relatively good potential, including the choice of plants and require special conservation practices. The land use options for class III include, Wildlife, Forestry, Light Grazing, Moderate Grazing Intensive Grazing poorly adapted cultivation and moderately well adapted cultivation. These areas are mainly found to the northern parts of the municipality, with some areas around Pomeroy and the river areas around Tugela Ferry and Keate's Drift. Small and scattered portions of land is classified as land capability class II, indicating areas with even more possible usages.

The general land capability in this municipality indicates that this municipality is dry with a low amount of vegetation, which is why the municipal areas are dominated by subsistence type agricultural activities.

Table 5: Land Capability Classification

LAND CAPABILITY CLASS	LAND USE OPTIONS									LAND CAPABILITY GROUPS
	W	F	LG	MG	IG	LC	MC	IC	VIC	
I										ARABLE LAND
II										
III										
IV										
V										GRAZING
VI										
VII										
VIII										WILDLIFE

**W** – Wildlife

**F** – Forestry

**LG** – Light Grazing

**MG** – Moderate Grazing

**IG** – Intensive Grazing

**LC** – Poorly Adopted Cultivation

**MC** – Moderately, well Adopted Cultivation

**IC** – Intensive, well Adopted Cultivation

**VIC** – Very Intensive, well Adopted Cultivation

Source: Smith, 1998



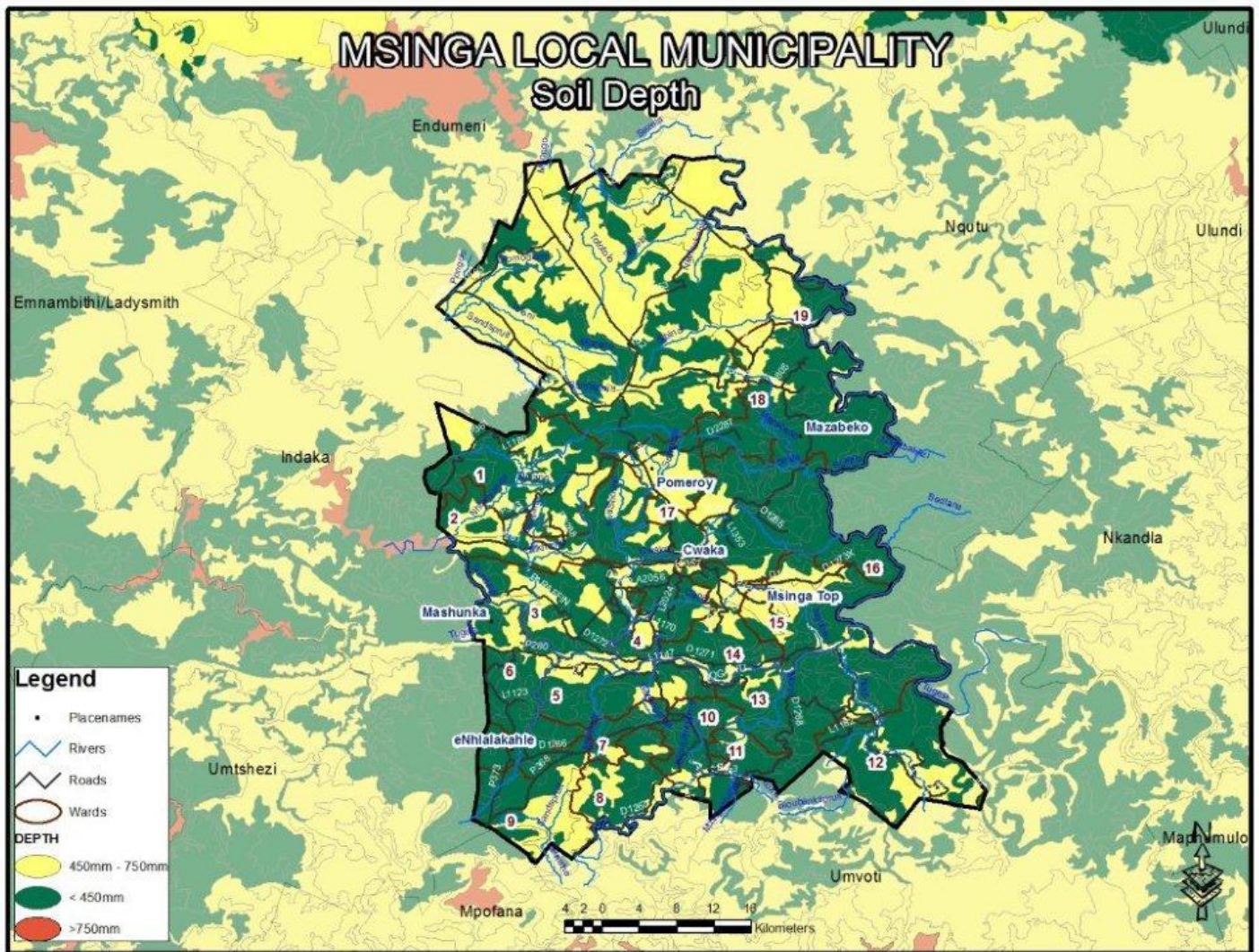


Figure 10: Soil depth

**Figure 10: Soil Depth** shows that there is a large part of the municipality which has a soil depth of less than 450mm. This soil depth is due to the mountainous terrain in the area, specifically the southern and eastern parts of the municipal area. Agricultural potential is lower in these areas and flood risks could also be higher, due to the shallow soil's inability to capture absorb and maintain moisture.

### 1.9 PRIVATE SECTOR DEVELOPMENTS

The municipality does not have a KZN Planning and Development Act ( No.6 of 2008) applications register in place. The observed trend has been that most applications are from Tugela Ferry including a Magistrate offices, shops, and shopping center in Pomeroy as well as a Police station at Msinga top.



## 1.10 ENVIRONMENTAL ANALYSIS

### 1.10.1 PROTECTED & CONSERVATION WORTHY AREAS

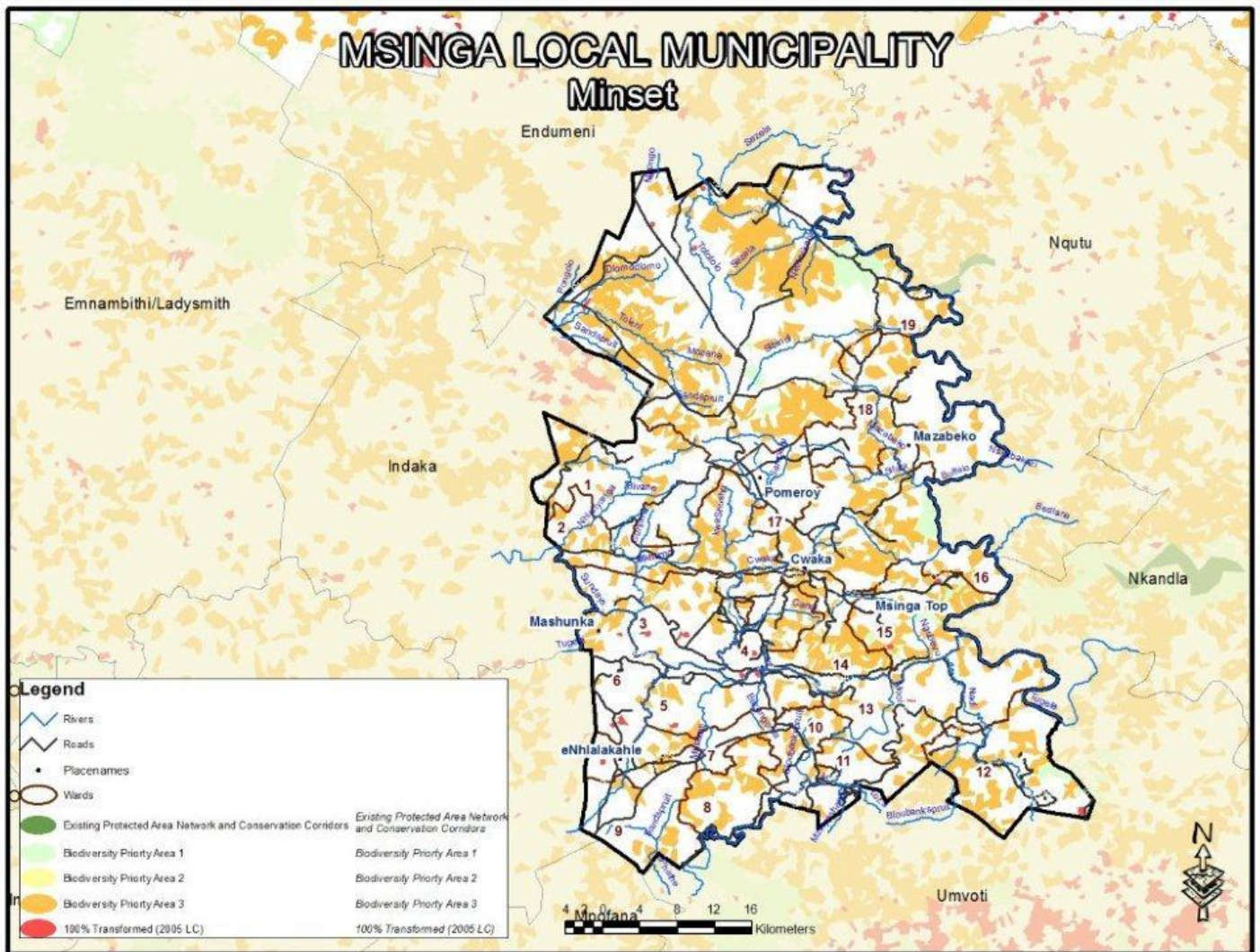


Figure 11: environmental sensitivity map

According to **figure 11: Environmental Sensitivity**, The vast majority of the Msinga municipal area is classified as low, or medium to low sensitivity. There are small, scattered areas which are classified as medium to high, around the Rorke's Drift area, with small patches in the east of the municipality and around Helpmekaar. There are only 2 privately owned game reserves in the area, being Vermaak's Drift to the north east and Isibindi Eco Reserve to the North West.

Ezemvelo Wildlife has embarked on a process, since 2005, whereby it systematically mapped critical biodiversity areas in Kwazulu-Natal with increasing accuracy. This dataset is based on various studies on fauna, flora and water resources, identifying key local biodiversity areas to be considered in spatial planning and this is referred to as Minset. The Minset in the Msinga Municipality is indicated on **figure 11**. It is evident that large, scattered areas within the municipality is classified as Biodiversity area 3, referring to land which is substantially disturbed and transformed. These are exactly the same areas which are regarded as Medium to low environmentally sensitive areas. The areas on **figure 12: Environmental Sensitivity** which are rated as medium to high, are the areas that are rated as Biodiversity Priority Area 1 on the Minset

scale, referring to areas which are still substantially in its natural state and therefore regarded as priority areas for protection

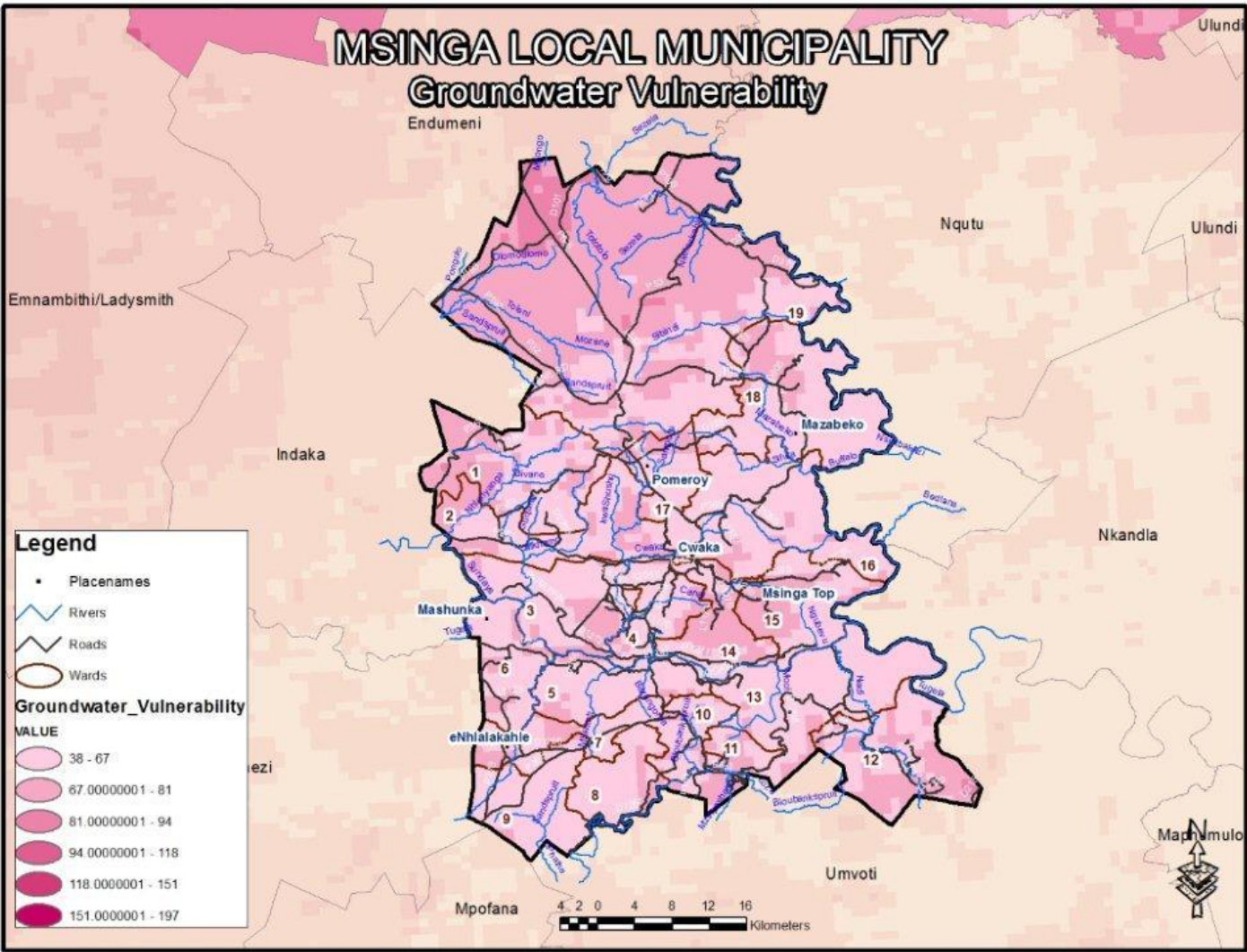


Figure 12:groundwater vulnerability

Figure 12: **Groundwater Vulnerability** depicts the vulnerability of groundwater in the Msinga Municipal area, and clearly shows that the vulnerability of the larger area of the municipality is classified as being very low. Only in the far north western and south eastern areas of the municipality is the vulnerability slightly higher, being classified as being low and medium low.

### 1.10.2 Air Quality

No data on ambient air quality data is available at present. However, it is assumed that air quality over the Msinga area is minimally negatively affected by various points and diffuse sources of air pollution because there I no heavy industries within the municipality's jurisdiction.



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## 1.11 Spatial & environmental analysis

### Description of the Natural Environment

Less than a tenth (8.3%) of the land in Msinga is utilized for agricultural purposes, 0.04% for residential, 0.05% of land is water bodies or rivers while 91.6% of land is “other”, meaning conservation areas, environmentally sensitive areas and areas that are hard to develop. There are no smallholdings, mines and quarries, industrial and commercial areas in Msinga.

Msinga is one of the hottest and driest parts of KwaZulu-Natal and this is particularly true of Tugela Ferry, which has a mean annual temperature of 19 degrees Celsius and annual precipitation ranging between 400-800mm. Its varied climate is influenced by its topography, which has four distinct bio-climatic regions, lending itself to different environmental opportunities.

Three areas worthy of conservation have been identified by Ezemvelo KZN Wildlife and these are 1 739 ha of threatened species habitats, 6480ha of mountain grassland and 518ha of forest and protea savanna. Currently, Ezemvelo KZN Wildlife is in the process of identifying areas for a Community Game Reserve, ‘muti’ garden, and five sites of Conservation Significance. In addition to these, it intends responding to callouts regarding problems with wildlife and to identify herbalists to participate in the ‘muti’ training programme.

### Natural Elements

Four major rivers impact on the spatial definition of Msinga namely the Tugela, Buffalo, Mooi and Sundays Rivers. The Thukela River divides the area into two distinct parts, that is, north and south, making it difficult to integrate the two areas. The Buffalo River forms the eastern boundary between Msinga and Nquthu, Nkandla and Umvoti. The Sundays River to the west creates a hub of its own for the northern portion of the area. The Mooi River forms part of the Southern boundary.

### Msinga Municipality Environmental issues (identified through the Umzinyathi IEP)

- Land Slope: Slope plays a limiting role in land development
- Soil erosion
- Loss of soil structure due to trampling and compaction
- loss of vegetation
- Loss of topsoil due to soil erosion
- Reduced Soil fertility due to topsoil and soil leaching which is a result of agricultural purposes
- silt pollution
- High drainage density
- Afforestation
- Surface water pollution
- Wetland destruction
- Physical barriers in rivers
- reduced water quality
- Corrosivity of certain pollutants on pipes
- water scarcity on drier areas
- Reduced bio-production
- Over grazing



- co-extinction of species
- Habitat degradation, modification and fragmentation

### 1.12 Spatial and Environmental Analysis: SWOT Analysis

#### STRENGTHS

- Credible Spatial Development Framework in place at a Draft stage
- Development Planning Shared Services in place
- Strategic Environmental Assessment in place

#### WEAKNESSES

- Reliance on external resources (DEA) for Environmental Compliance – no internal capacity
- High Staff turnover rate on Development Planning Shared Services Intervention

#### OPPORTUNITIES

- Formalization of Nodal Towns and Secondary Nodes
- Environmental Management Plan (EMP) – Enabled identification of hotspots for potential projects and programmes to prevent environmental degradation
- Integrated Waste Management Plan

#### THREATS

- Land Admin and Ownership (Ingonyama Trust Board)

### 1.13 Disaster Management

Integrate disaster risk reduction activities into the day-to-day planning and operations of the Division/department/municipal divisions pal entity.

#### 1.13.1 Municipal institutional capacity

The role of coordinating and overseeing to Disaster Management is placed in the offices of the Municipal Manager and the Mayor. The execution of DM demands a holistic strategy and this calls for all departments to be part of a DM Forum.

#### 1.13.2 Risk assessment

It appears according to the draft Disaster Management plan that Msinga sufferers from seasonal natural disasters as a result of high rainfall in summer. In winter there is a prevalence of veld fire. Records of socially vulnerable communities and the reason(s) they are deemed vulnerable (vulnerability assessments) are available

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#### 1.13.3 Risk reduction & Prevention

To reduce the risk of disaster, the indicative disaster risk profile of Msinga will be integrated with all economic development programmes and projects.

#### 1.13.4 Response and Recovery

When a disaster incidence takes place a Disaster risk management Plan is implemented following its spending guidelines and mechanisms for resource mobilization.

#### 1.13.5 Funding Arrangements

Ensure adequate disaster risk management funding in line with the requirements for disaster Management Act 57 of 2002 and the NDRMF ( see table 71 and 7.2 of the (NDRMF) and the Municipal Finance Management Act for: Disaster risk management on-going

#### 1.13.6 Disaster Management SWOT Analysis

The threats are the houses in flood plains and grass huts. The strength is the multi-disciplinary response team that exist at Msinga.

## 2 DEMOGRAPHIC CHARACTERISTICS

### 2.1 Demographic Indicators

### 2.2 Key findings (including Trends)

In 2011 the total population is estimated to be 177 577, in 2001, the estimated population was 168 000, a 0% increase from 2001. The population growth between 1996 and 2001 was 4.20%. The 2007 data indicated that the figures dropped to 161 894 people with a total of 32 592 households. The Municipality accounts for a third of the uMzinyathi DM's population.

The decline in population can be caused by a number of reasons as follows:

- An over-count in the 2001 Census of population;
- An under-count in the 2007 Neighbourhood survey;
- A net out-migration of residents in search of work in the major urban centres of the country; and
- The impact of deaths caused by HIV/Aids.

The graph below reflects that over a period of 10 years the population of Msinga did not grow.

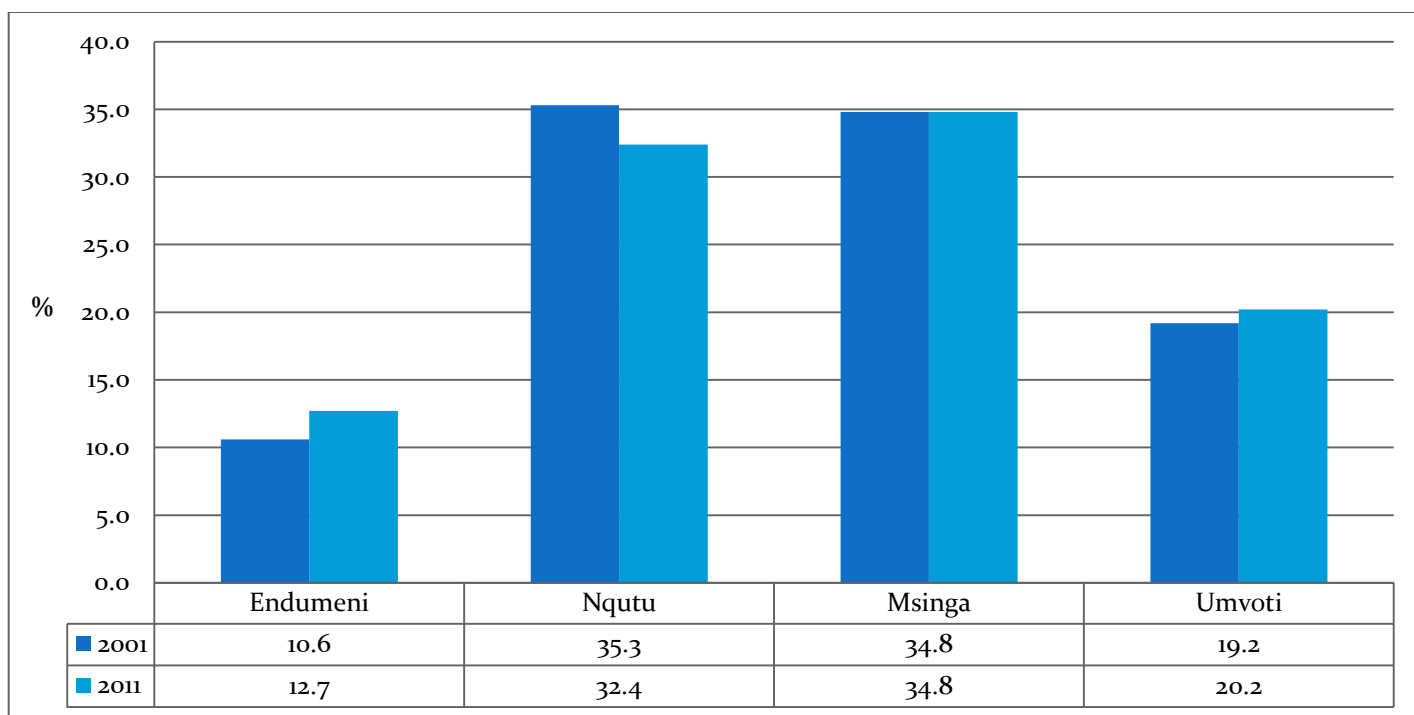
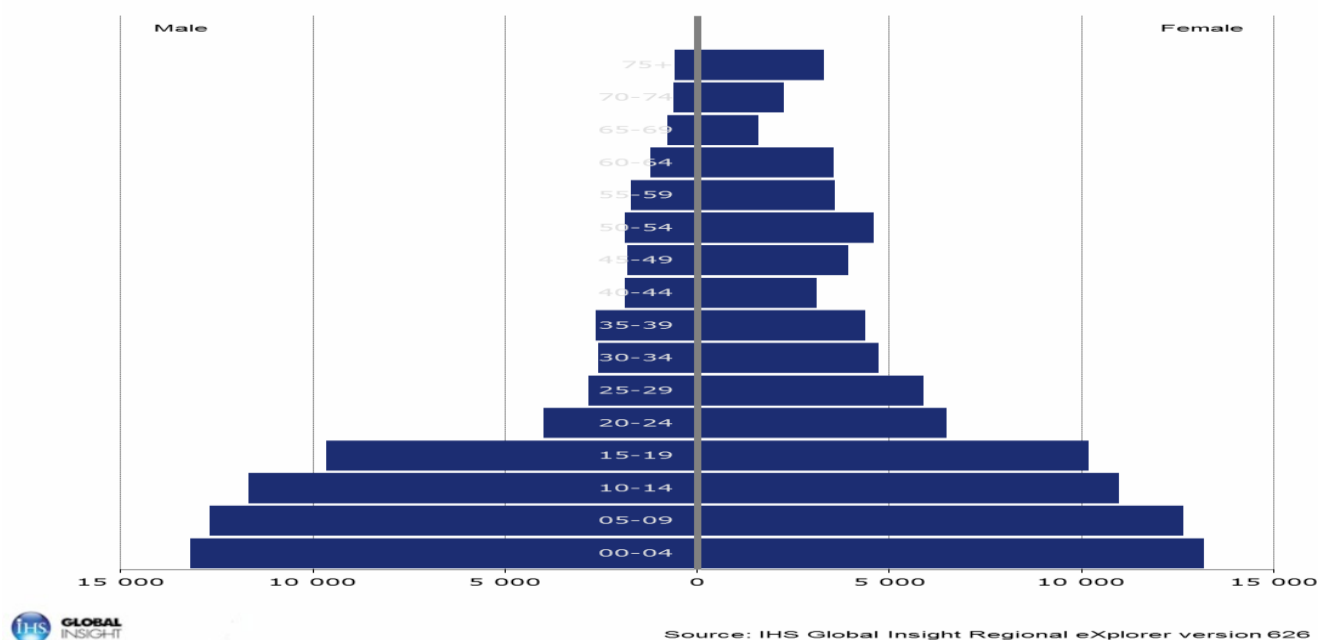


Figure 13: District population Source STASSA 2011

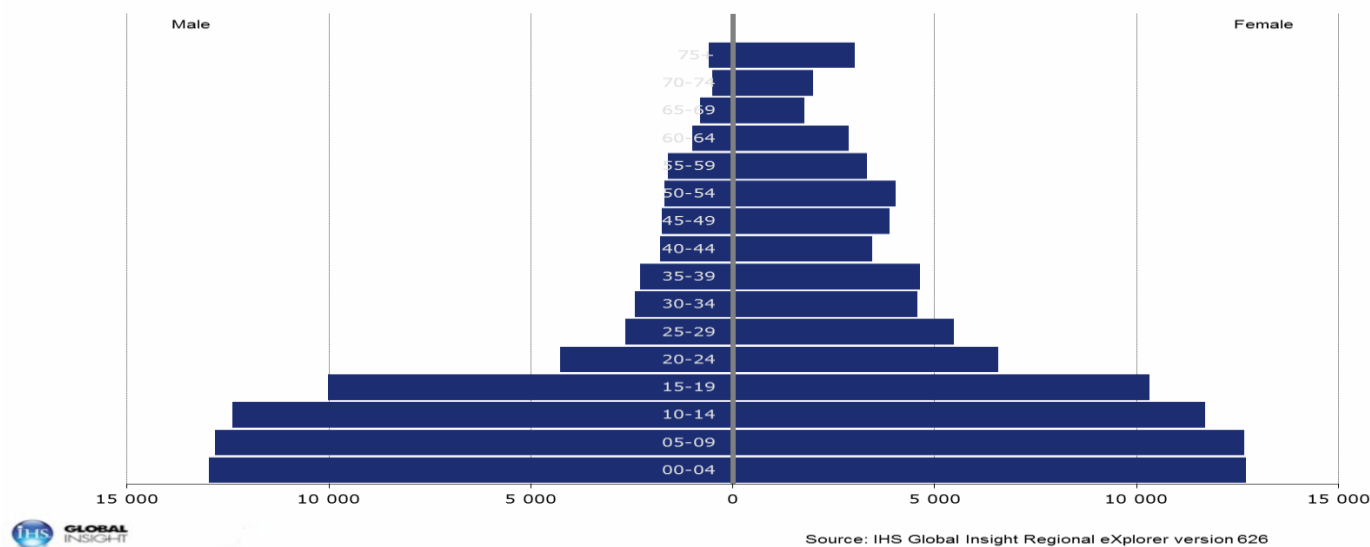
The population of Msinga equates to a population density of 68 people per square kilometre and the population is largely concentrated around the towns of Tugela Ferry (including Msinga Top area), Keates Drift and Pomeroy. Other significant settlement areas are located along the eastern boundary of the municipality known as the Mkhuphula/ Dolo node, western boundary known as the Mashunka/ Nhlalakahle node and to the north eastern boundary known as the Mazabeko node. The gender structure of the Msinga LM is significantly female dominated in the age categories of 25 years and older. Conversely, the population younger than 19 years of age is however somewhat male dominated. The high unemployment rate resulting from a lack of economic activities and the limited economic base of the municipality results in many male household members leaving the Municipality in search of employment and income generating activities in other areas. Although the impact of HIV/Aids on the population structure is not quantified at municipal level, it can be expected that the influence of HIV/Aids in the stagnant demographic structures for 2011 has been an important contributing factor.

**Population Pyramid, Total, 2011  
Msinga Local Municipality (KZN244)**



**Figure 14: Age Profile Msinga LM (2011)** *Source: Stats SA*

**Population Pyramid, Total, 2007  
Msinga Local Municipality (KZN244)**



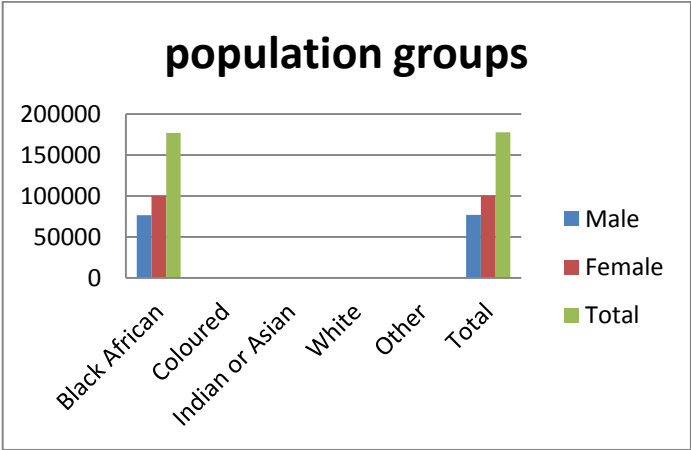
**Figure 15 (2007) population pyramid**

### 2.2.1 Gender Profile

The trend emanating shows that there is more females and more elderly women. From the age 20, men are halved perhaps due to economic opportunities and death. There is population largely under the age of 5 which puts a need for educational facilities, tertiary institutions and social facilities. As a forward planning mechanism the municipality needs to plan for the provision of tertiary institutions.

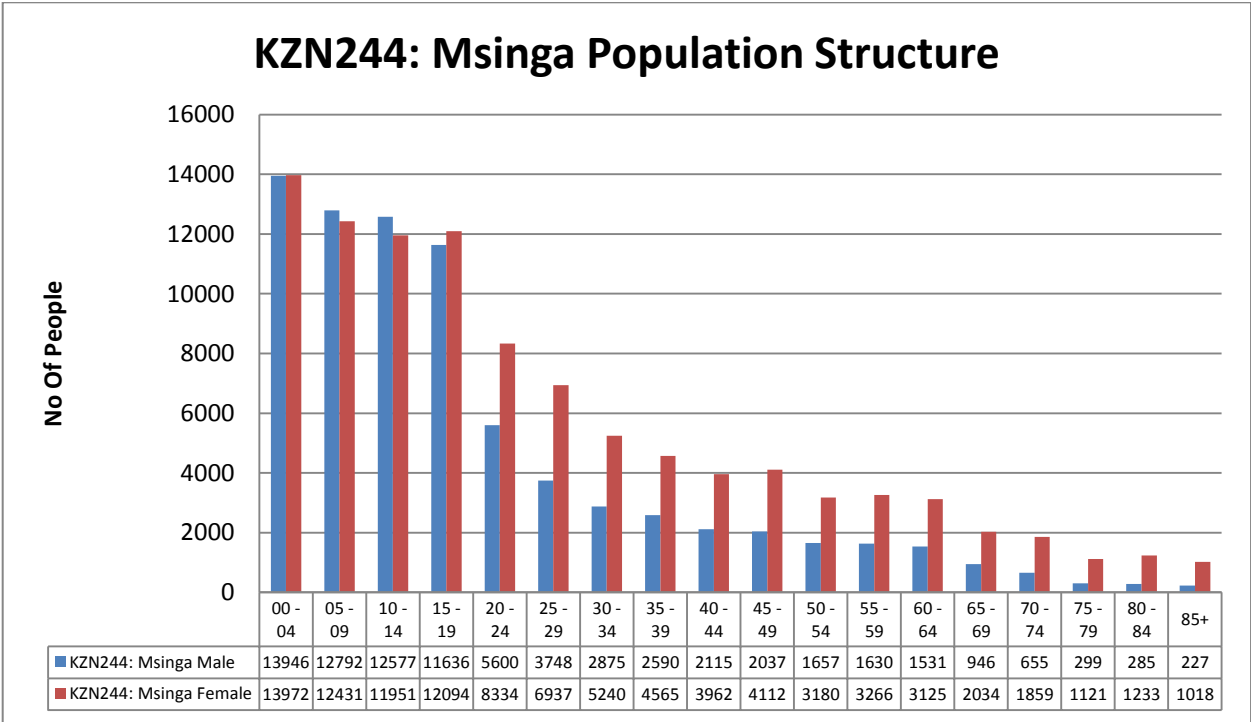
According to STATSSA’s Community Survey (2007), 57.2% of the population of Msinga are female, while 42.8% male. The high percentage of male absenteeism in the employment age group 20 to 64 years could be considered to be an indication of a weak economy, as men have always been expected to leave the area to seek employment as there are limited employment opportunities in Msinga. The erosion of the population in the economically active age categories (specifically between 25 and 35 years of age) implies that the district is losing part of its population which is normally regarded as the segment of the population making a significant contribution to the local economy.

**FIGURE 16      Gender Profile for the Municipality**



Source: Stats SA: Census 2011

**Figure17:Age Profile**



As can be seen from the table below, the majority of the population (48.7%) are located in the 15 to 64 year age cohort, followed closely by 44.6% of the population in the 0 – 14 years age cohort. The STATSSA information indicates that the average age in the municipality is 24 years and that there is a very high dependency ratio.

**TABLE6 Population by Age Group, Average Age and Dependency ratio**

	AGE 0-14	AGE 15-64	AGE 65+	AVERAGE AGE	DEPENDENCY RATIO
<b>Umzinyathi</b>	<b>40.6%</b>	<b>54.1%</b>	<b>5.3%</b>	<b>25</b>	<b>85</b>
Endumeni	31.9%	64.6%	3.5%	26	55
Nquthu	42.1%	52.8%	5.1%	23	89
Msinga	44.6%	48.7%	6.7%	24	105
Mvoti	37.0%	58.4%	4.5%	26	71

(Source: Stats SA: 2007 Community Survey)

### 2.2.3 Households

The table below indicates that 98.2% of households are owned or fully paid for. Marginal numbers of households are *owned but not paid off, rented, or occupied rent free*.

**TABLE 7: Households by Tenure Status**

MUNICIPALITY	OWNED FULLY PAID	OWNED NOT PAID OFF	RENTED	OCCUPIED RENT-FREE	OTHER
<b>Umzinyathi</b>	<b>77.4%</b>	<b>2.3%</b>	<b>10.7%</b>	<b>9.4%</b>	<b>0.2%</b>
Endumeni	38.5%	8.6%	41.1%	11.5%	0.2%
Nquthu	92.8%	0.3%	2.7%	4.2%	0.0%
Msinga	98.2%	0.3%	0.5%	1.0%	0.0%
Mvoti	53.0%	4.1%	17.4%	25.1%	0.5%

(Source: Stats SA: 2007 Community Survey)

### 2.2.4 Education Levels and Facilities

The table below indicates number of the people surveyed; no residents indicated that they have any form of higher education. This reinforces the assumption that once people leave the municipality to do further studies, they very rarely return to the municipality to exercise their acquired skills. This also has a major impact on the development of potential entrepreneurs.

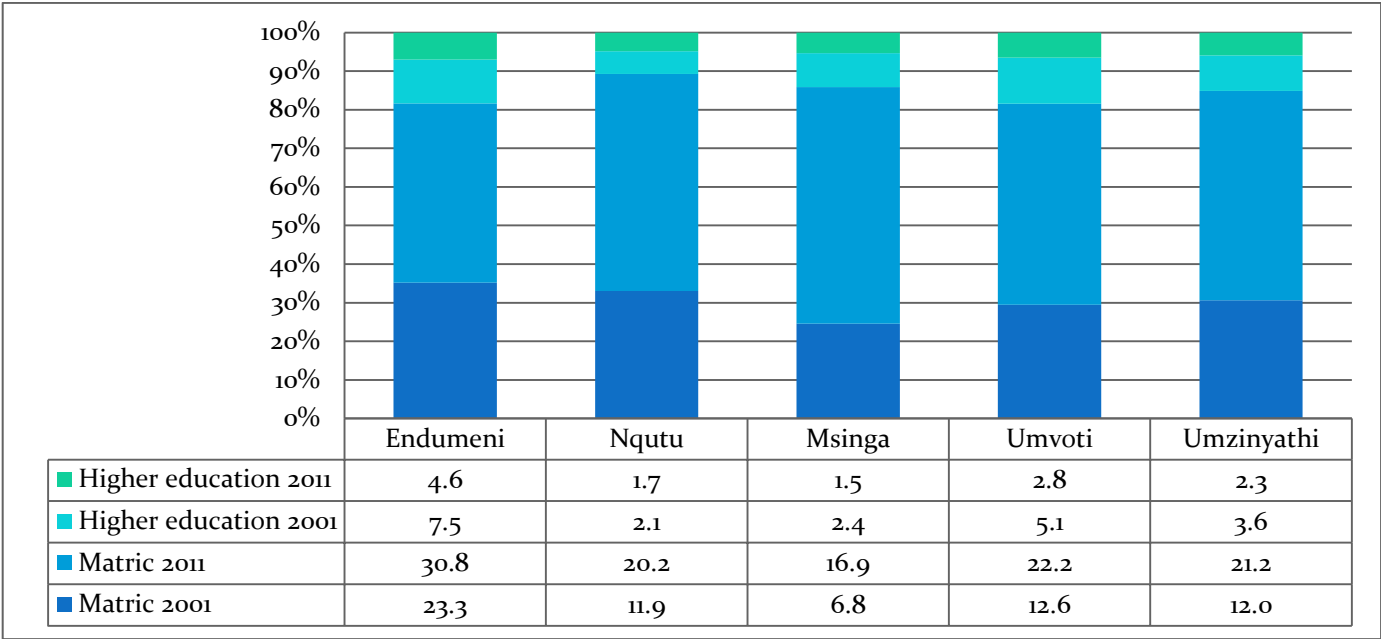
According to Census 2011, also indicates that a quarter of the adult population (35%) have no form of schooling, a further 15% have primary schooling as their highest qualification, and approximately 30% have a grade 11 -12 without matric. Indicating a tendency to drop out before matric is attained. 13% has matric and a certificate or diploma; this indicates a slight increase in tertiary enrolment from 7% in 2006.

table:Educational Levels

(Source: Stats SA 2011)

level	no.
Some primary	55763
Completed primary	8491
Some secondary	32711
Grade 12/Std 10	14990
Higher	2436
Other	-
Unspecified	60
Not applicable	28822

Msinga Educational levels (statsSA 2011)

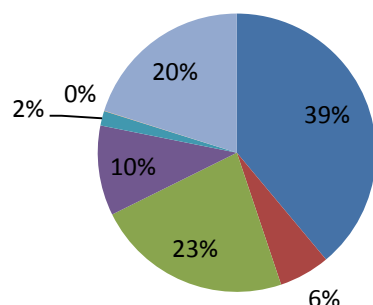


Percentage of the population aged 20 and above in each Local Municipality with Matric and Higher education,UMzinyathi District

By comparison Msinga has the lowest levels of education in the district although a considerable increase in in matriculants is noted above from 6.8- 16.9 % in 2011. This level is still the lowest and as can be seen in the pie diagram below in 2011 it is noted that the largest population in the municipality has primary education.

## msinga educational levels

■ Some primary    ■ Completed primary    ■ Some secondary    ■ Grade 12/Std 10  
 ■ Higher    ■ Unspecified    ■ Not applicable



**Figure 18: Educational levels StatsSA 2011**

According to the Department of Education's Circuit Office in Tugela Ferry, there are 173 schools serving a school going population of 61,605 pupils in Msinga. This would indicate that 14,000 children between the ages 5 to 19 years are not attending school. The majority of schools are located within the rural villages and settlements and most were initiated by communities that later obtained a Government Grant for upgrading. The schools are in varying physical states with most being in need of refurbishment and upgrading.

DESCRIPTION	TOTAL	PRIMARY	LOWER PRIMARY	LOWER SECONDARY	SECONDARY
SCHOOLS	173	102	12	7	52
CLASSROOMS	1045	842	24	71	443
REGISTERED PUPILS	61,605	39 222	1,367	3,356	17,720

**TABLE 8:**  
Educational  
Facilities

(Source: Department of Education)

The figures released by Statistics SA display a ratio of 40 learners per educator at schools in Msinga with a 58 learner per classroom ratio. From the demographic data mentioned above, the population between the age of 5 and 19 is estimated at approximately 73 000, which illustrates an even larger backlog in either schools or additional class rooms. Based on the information available, it is apparent that a severe under provision in educational facilities occurs within this municipal area. Using the data available from Stats SA it is apparent that an additional 241 classrooms would be needed to accommodate the 14,000 children not attending school.

Approximately 107 schools in the Msinga area have no electricity, 40 have no water and 30 have structural defects (Department of Education).



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### 2.2.5 Health

The Church of Scotland Hospital, situated at Tugela Ferry, is the only hospital within the Municipal area and is centrally located and relatively accessible to the majority of the population. Other hospitals within the reach of the general population are located in Dundee, Nquthu and Greytown. Due to a reasonable range of health services in the area, the development of an integrated primary health care programme should be considered, which should focus on utilizing existing facilities to their maximum.

A Community health care centre is planned for Pomeroy and on the 15<sup>th</sup> of March 2012 there was a site handover for the project to commence. This will help the people residing within Pomeroy area enormously. This helps in alleviating the workload of the Scotland hospital staff enabling to give more attention to hospitalised patients who are brought in Tugela Ferry from various areas within the jurisdiction of Msinga.

Sixteen fixed clinics serve the rural areas and in addition, three mobile clinics serve 32 points of varying sizes, on a regular basis.

### 2.2.6 Welfare

The offices of the Department of Social Development are situated in Tugela Ferry and the bulk of their work is related to foster care and child support, disability and pensioner grants, poor relief, social development, crèches etc.

There are approximately 50 pension pay-outs points distributed throughout the municipal area. In almost every case, the pay-outs take place in open area, with no/ very limited infrastructure available at these points and it is suggested that the Department of Welfare address this matter. In most cases the road adjacent to the pay point on the day of pension payments becomes congested and this in turn creates an unsafe situation for both pedestrians and motorists.

It is imperative that these services be maintained and expanded to areas which are not yet served, as the population is most likely dependent on welfare grants as a source, if not the only source, of income.

#### **(ii) HIV/AIDS**

According to the latest (2007) Department of Health's Annual Anti-natal Clinic testing results, the uMzinyathi DM has a 31.7% HIV/ Aids infection rate. A disturbing trend for the municipality, however, is that these figures are up on the 2006 study figures. There are, however, positives in this matter in that the uMzinyathi DM has the lowest infection rate of any of the DM's in the province. This aside, it is anticipated that this pandemic will have a profound impact on the need for health, social and welfare services over the next 20 years. Population growth is expected to decline over this period and this trend needs to be considered in the planning and delivery of new services.

The HIV/AIDS pandemic alluded to above is expected to result in many more orphans within the time horizon of this IDP. The Msinga municipality has delegated a staff member to assume any functions related to HIV/Aids and to this end the municipality is in close contact with the Departments of Health and Welfare in community education and awareness. The HIV/Aids function is not a core function of local government but rests within the domain of the Department of Health. The municipality will however assist and support the department of Health in any way possible. To this end the municipality has in association with other governments departments situated in Tugela Ferry have established an HIV/AIDs Council to tackle the issues related to the pandemic.

### (iii) The Aged

The aged members of the community (over 65 years of age) constitute about 6% of the population, (9000 people) scattered over the entire municipal area. The municipality has a high number of aged, hence there are programmes aimed at caring and being the lives of senior citizens. As part of operation Sukuma Sakhe, senior citizen care is the month of October, thus in 2013 October along with other stakeholders and in keeping with this theme certain programmes varying from physical to emotional being of senior citizens are planned in all 19 war rooms.

### (iv) The Disabled

Many disabled people suffer as a result of both joblessness and prejudices against the disabled.

In any attempt to promote integrated accessible communities, the municipality is doing its best to promote participation of people with disabilities, and ensuring all public facilities are disability friendly.

## 3. MUNICIPAL ORGANISATIONAL DEVELOPMENT ANALYSIS

### 3.1 MUNICIPAL TRANSFORMATION

The capacity of a municipality to deliver on its developmental role rests upon the personnel and the administrative and how it relates to political component of the municipality. The resources available, the skills to deliver its developmental programmes. As such the section is concerned with the overall institutional environment in the municipality. Programmes and projects in this plan have been formulated in order to improve efficient and effective operations. Below are some of the key issues that fall within the department that is responsible for institutional development in the municipality.

### 3.2 Organizational Development

It is divided into two components:

**Council:** is the structure in which the executive and legislative authorities of a municipality are vested. The roles of Council amongst others are the approval of policies, budgets, by-laws etc. There are 37 Councillors which include the Mayor, Deputy Mayor and the Speaker. There are 8 members of the Executive Committee and 29 ordinary Councillors.

**Administration:** under the leadership of the Accounting Officer; Municipal Manager. The municipality has four administrative departments, three being headed by relevant Directors and one by the Chief Financial Officer. The Municipal Manager is responsible for the efficient and effective operations of all departments.

#### 3.2.1 Institutional arrangements

Table 13: institutional arrangements

Department	Responsibilities	Designated Official
------------	------------------	---------------------

Office of the Municipal Manager	<p>The office of the Municipal Manager is responsible for the following services: Communications, Mayoral Youth Development and Special Programmes.</p> <p>in order to achieve a co-ordinated internal and external communication process, support the administrative functioning of the Mayor's Office.</p>	MM
<b>Development Planning</b>	<p>Development of the integrated development plan aligned to performance management system and town planning. LED, and tourism , Youth Development, Disaster management, Sports , and HIV/Aids, pauper Burials</p> <p>- Main functions of the department are to plan, develop and implement strategies and projects and advance the interest of special groups and young people within Msinga.</p>	Director Development Planning. IDP/PMS Manager & LED/Tourism Manager &Community Manager
Corporate Services Department	<p>Corporate Services Department is composed of two sections. These are <b>Human Resources</b> and <b>Administrative Support</b> Sections with different legislative mandate. The department is mainly operational in nature. It provides strategic direction and support to the services' departments, that by ensuring that human/ physical resources are in place to enable the municipality to meet its service delivery objectives.</p>	Director:Corporate Services
Financial Services Department	<p>The Department is responsible for managing the financial administration of the municipality i.e. <b>Expenditure and Assets, Budget, Treasury and Revenue</b> and <b>Supply Chain Management.</b></p>	Chief Financial Officer
Technical Services Department	<p>This is the department that has been entrusted with delivery of basic services through operations and maintenance of existing infrastructural services as well as delivering new services so as to reduce backlog in the municipality. It has Waste management,</p>	Director: Technical Services

	Infrastructure and project management personnel	
Development planning shared services	Provide GIS and Town planning expertise. This service serves to support municipal development planning services.	Chief Planner& GIS Specialist :DSS

### 3.2.2 Powers and Functions

The Municipal Systems Act clarifies several issues relating to municipal powers, functions and duties. A municipality has all the functions and powers assigned to it in terms of the Constitution. It also has the right to do anything reasonably necessary for, or incidental to the effective performance of its functions and the exercise of its powers.

National and provincial government assigns additional functions and powers to local government, which are best, exercised at a local level and this helps to ensure that the three spheres of government work in a co-ordinated way.

In terms of the Municipal Structures Act as well as the Constitution (1996), specific powers and functions are assigned to District and Local municipalities respectively. The Msinga municipality is performing the powers assigned to it in terms of that legislation as deemed necessary at this stage and these are highlighted in the table below.

TABLE 14: Msinga Municipal Powers and Functions

FUNCTION	LEVEL OF AUTHORITY	PERFORMING/NOT PERFORMING
<b>Water and Sanitation</b>	uMzinyathi District	Yes, through Thukela Water Partnership
<b>Roads and Storm water</b>	Msinga	Yes – in towns. Upgrading of local access roads
<b>Air Pollution</b>	Msinga	No
<b>Building Regulations</b>	Msinga	In Pomeroy only
<b>Child Care Facilities</b>	Msinga	Yes
<b>Fire Fighting</b>	Msinga	Shared with district
<b>Local Tourism</b>	Msinga	Yes
<b>Municipal Planning</b>	Msinga	Yes
<b>Public Transport</b>	Msinga	No
<b>Trading regulations</b>	Msinga	Yes( process of formalising street traders is underway)
<b>Billboards</b>	Msinga	Yes
<b>Cemeteries, Crematoria and Funeral Parlours</b>	Msinga	Partially – no crematoria. Private funeral parlours
<b>Cleansing</b>	Msinga	Yes
<b>Control of Nuisances</b>	Msinga	No

<b>Control of Undertakings that sell Liquor to the public</b>	Msinga	yes
<b>Facilities for the accommodation, Care and burial of Animals</b>	Msinga	No
<b>Fencing and Fences</b>	Msinga	No
<b>Licensing of Dogs</b>	Msinga	No
<b>Licensing and control of undertakings that sell food to the public</b>	Msinga	No
<b>Local amenities</b>	Msinga	Yes
<b>Local sports facilities</b>	Msinga	Presently performed by the District
<b>Local markets</b>	Msinga	No
<b>Municipal abattoirs</b>	Msinga	No
<b>Municipal Parks and Recreation</b>	Msinga	No
<b>Municipal roads</b>	Msinga	Yes
<b>Noise pollution</b>	Msinga	No
<b>Pounds</b>	Msinga	No
<b>Public places</b>	Msinga	Yes
<b>Refuse removal, Landfill sites and solid waste disposal</b>	Msinga	Yes
<b>Street trading</b>	Msinga	No
<b>Street lighting</b>	Msinga	No
<b>Traffic and parking</b>	Msinga	No

### 3.2.3 Organizational structure/ Organogram

The municipal organizational structure is attached below on page 68 and 69. The municipality has eight vacancies as reflected in the municipal organogram which will be filled in 2013/2014 financial year.

### 3.2.4 Municipal institutional capacity & status of critical posts

The important posts at Msinga municipality are all filled, it's the Section 56 and 57 posts, which are Municipal manager, and the three heads of departments and the CFO and the IDP manager.

### 3.2.5 Human Resource Development

A total of R232 094, 20 has been set aside for staff skills development to address the shortage of skills within the municipality for the year 2013/2014 As they appear in the municipal WSP.

STAFF NAME	course	FEES
A Mchunu	project management	10000
K ZIQUBU	PUBLIC ADMIN	15000
S MAJOZI	B SOC WORK	6090
NM SITHOLE	ARCHIVAL PROGRAMME	6900
AM CELE	FINANCIAL MANAGEMENTT	2600
KJH MCHUNU	RURAL METRO ACADEMY	19000
T BUTHELEZI	MBA	23500

F ZONDI	DISASTER MANAGEMENT	8500
HM SITHOLE	PUBLIC ADMIN	6 000
G. ZUNGU	PUBLIC ADMIN	8 000
GG MCHUNU	PUBLIC MANAGEMENT	10 000
M NYANDENI	LOC GOVT MANANAGEMENT	10 000
N NGUBANE	LOC GOVT MANANAGEMENT	10000
M MZOBE	FIRE PREVENTION	30000
T LUSWAZI	DRIVERS LICENCE	7370
S KHOZA	LOC GOVT MANANAGEMENT	8000
N MKHIZE	DRIVERS LICENCE	3360
B. HADEBE	DRIVERS LICENCE	6000
S. MZOBE	ARCHIVES	8000
N. MAJOLA	ARCHIVES	8000
R. SITHOLE	LOC GOVT DEV	10000
S MCHUNU	FLEET MANAGEMENT	8000
N MTHETHWA	PUBLIC MANAGEMENT	8000
C MBATHA	PUBLIC MANAGEMENT	12000
C MDLADLA	LOC GOVT CERT	10000
N SHANGASE	PUBLIC ADMIN	12000
M MKHIZE	PUBLIC ADMIN	12000
M HADEBE	LED TOOLS	3500
<b>TOTAL</b>		<b>232094,20</b>

Table no :2013/2014 planned training for municipal staff

#### 3.2.5.1 Training and Skills Development

Training and development of staff and councillors is ongoing. A *Work Place Skills Development Plan* has been compiled and was approved by the LGSETA.

Up to this time the Mayor, three senior managers and the Municipal Manager have successfully completed the *Executive Leadership Development Programme* offered by SALGA. Training needs of staff are identified and where funding is available, staffs attends training courses as well as seminars and workshops.

A key aspect of the Institutional component is the continuous development of the capacity of the municipality and its officials. In particular, the capacity to plan, implement, monitor and evaluate the development programmes as set out in the IDP.

Skills profile:

- 24% employees have NQF level1- general workers and drivers
- 27% employees have NQF level 3-general workers and clerical
- 5% employees have NQF level 6-8- Directors and senior management
- 44% employees have NQF level 4-5 – senior personnel

The Municipality has an internship programme focussing on LGSETA scarce skills such as audit, finance, supply chain, GIS and civil engineering. Skills priority for 2012/13 is as per tale 25 below

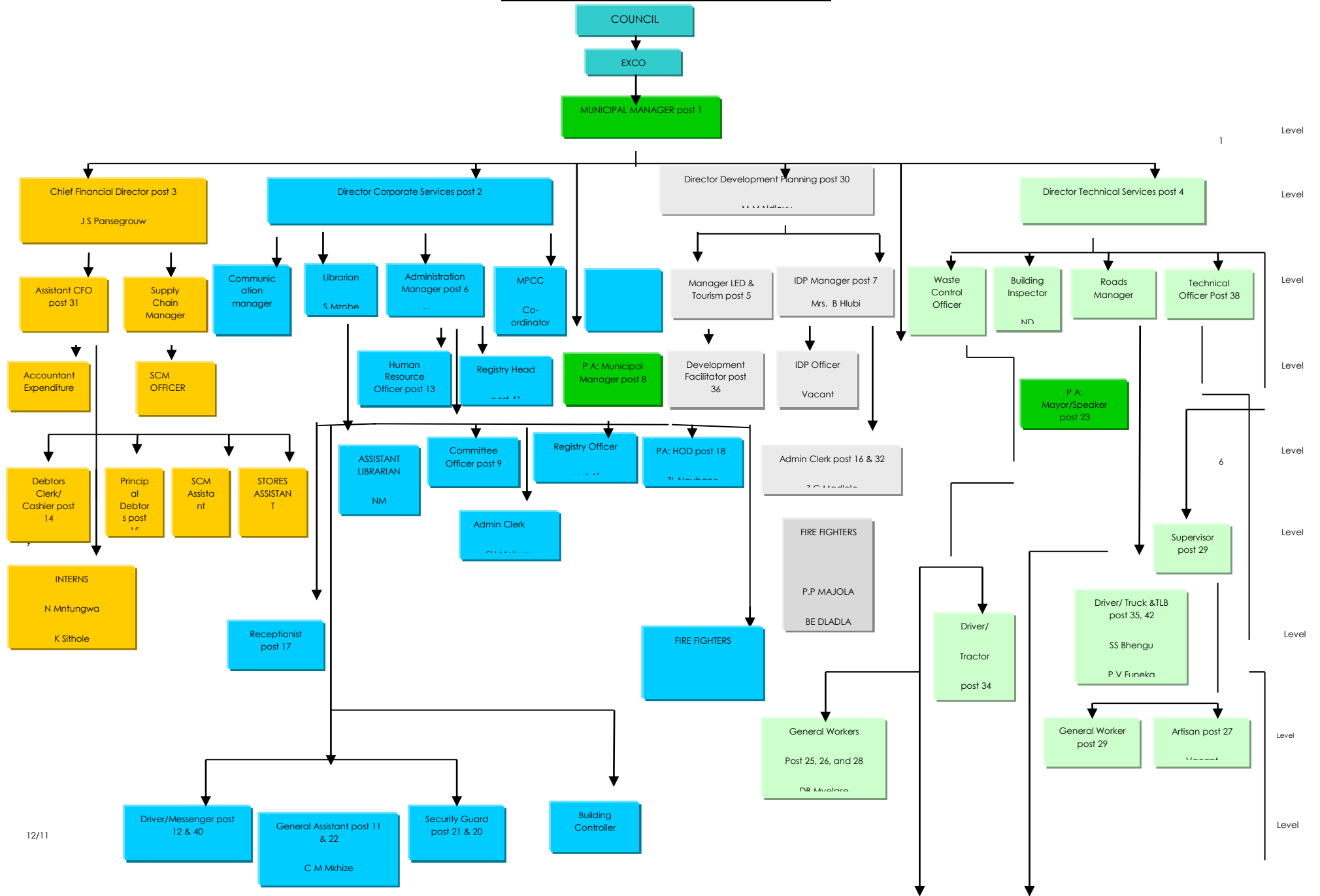
Table 15 : Skills Priority for 2013/14

TRAINING AND SKILLS DEVELOPMENT INTERVENTION	SKILLS PRIORITY NO	NO. OF INTERVENTIONS PLANNED	ESTIMATED COST
ABET	10	5	20 000
Administration	7	2	50 000
Client service	4	1	
Computer Literacy	12	2	
Corporate, legal and support	11		
Financial	1	1	20 000
Life Skills	11		
Management / leadership	11		
Occupational Health and Safety	12		
Policy Development	3		
Project management /planning	3		
Social/community/economic development and planning	2	1	20 000
Specialist technical	7		
Training Skills	5		
Specialist Skills required by legislation			

#### 3.2.5.2 Employment Equity

An Employment Equity Policy has been adopted by the municipality. In terms of the EEP the municipality's targets with respect to addressing the imbalances is as follows:

## MSINGA MUNICIPALITY ORGANOGRAM





14/13

**NUMBER OF VACANT POSTS = 08**  
**TOTAL EMPLOYEE TO DATE = 61**

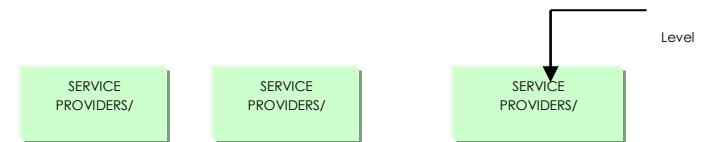


Figure 19: municipal organogram

Table 16 : Employment Equity Targets

GROUPS	IDEAL DISTRIBUTION AT THE END OF THE 5 YEAR PERIOD													
	Senior Management		Supervisor		Administration		Security		Drivers		Labourers		Total	
	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %	Current %	Ideal %
<b>Black Males</b>	7:21,22	4:12,13	2:6,06	1:3,03	2:6,06	2:6,06	1:3,03	1:3,03	4:12,13	3:9,09	5:15,15	3:9,09	<b>21:63,64</b>	<b>14:42,43</b>
<b>Black Females</b>	-	3:9,09	-	1:3,03	5:15,15	4:12,13	-	-	-	1:3,03	1:3,03	3:9,09	<b>6:18,18</b>	<b>12:36,36</b>
<b>Coloured Males and Females</b>	-	-	-	-	-	1:3,03	-	-	-	-	-	-	-	<b>1:3,03</b>
<b>Indian Males and Females</b>	1:3,03	1:3,03	-	-	2:6,06	1:3,03	-	-	-	-	-	-	<b>3:9,09</b>	<b>2:6,06</b>
<b>White Males and Females</b>	3:9,09	3:9,09	-	-	-	-	-	-	-	-	-	-	<b>3:9,09</b>	<b>3:9,09</b>
<b>Males and Females with Disabilities</b>	-	-	1	-	-	1:3,03	-	-	-	-	-	-	-	<b>1:3,03</b>



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#### **3.2.5.3 Municipal Human Resource Strategies**

The statuses of the municipal policies are stated b

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low.

**TABLE**                      **17**                      **:**                      **Municipal**                      **Police**

POLICY	STATUS
Recruitment selection appointment promotion and transfer of personnel	Operational
Employment equity	Operational
Subsistence and travel	Operational
Payment of overtime	Operational
Grievances	Operational
Working hours	Operational
Transport allowances	Operational
Homeowners allowance	Operational
Sexual harassment	Operational
HIV/Aids	Operational
Leave	Operational
Discipline	Operational
Salaries	Operational
Termination	Operational
Occupational health and Safety	Operational
Maternity	Operational
Communication Strategy	Operational

### Council Committees

Council Committee are comprised of the following:

- SCOPA
- Finance and Administration Committee
- Housing forum

The above committees conduct monthly meetings

- Planning Portfolio Committee
- Technical Committee

The above committees meet monthly. All of the portfolio committees are chaired by members of the Executive Committee

### Risk Management

Risk management derives its mandate from the following legislation and corporate governance guidelines Section 62(1)(c)(i) of the Municipal Finance Management Act 56 of 2003 (MFMA), which prescribes that the accounting officer must ensure that the institution has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

Section 3.2.1 of the Treasury Regulations which further prescribes that: “the accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks. The strategy must be clearly communicated to all officials to ensure that the risk management strategy is incorporated into the language and culture of the institution.”

King Report on Corporate Governance for South Africa 2002, which applies to “public sector enterprises and agencies falling under the Public Finance Management Act and the Municipal Finance Management Act...”

Provincial Treasury conducted enterprise Risk management Framework compliance at Msinga Municipality on the 18 February 2013 and made recommendations in the form of actions that require management to improve compliance. Among the matters that require attention is

- Approval of the ERM framework by Council
- Establishment of Risk Management Committee
- Schedule Risk Management meetings
- Approval of Fraud Prevention policy by Council
- Communication of risk Management and Fraud policies to officials
- Risk management training
- Ownership of the risk register by key officials
- Audit committee's review of the municipality's risk profile
- Internal Audits evaluation of risk management processes

An action plan to fix the identified risks has been put in place, to assist the municipality with the required expertise the Provincial treasury is assisting with practical implementation of effective risk management activities.

### 3.3. Municipal Transformation & Organisational development Swot analysis

#### STRENGTHS

- Human capacity/ Organogram
- Effective Policies
- Functional IGR Structures
- Functional Council Committees
- Functional Oversight Committee (MPAC and Audit Committee)
- Effective Financial Resources
- Equipment for operational purposes in place
- Adherence to Legal Compliance
- Effective ICT Infrastructure in place
- Effective Information Management in place

#### • OPPORTUNITIES

- ICT Development
- Training of Councillors and other stakeholders to enhance governance
- Sharing of good practices
- Creation of job opportunities

#### WEAKNESSES

- Limited resources to fast track service delivery
- Insufficient training for employees and Councillors
- Lack of appraisal system (performance management system) for employees below Section 56 Managers
- Challenges relating to ICT Usage
- Lack of alignment of positions in the organogram
- Misalignment of duties for employees
- Lack of co-operation from stakeholders (IGR)
- Non-compliance with policies

#### • THREATS

- Geographic location of the District
- Grading of the municipality
- Corruption and Nepotism
- Poverty



- Term of office for political office bearers (conflicts)

#### 4. SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

##### 4.1 Water & Sanitation

Water is an essential resource to the survival of human kind. The water backlog is being experienced in almost all areas within the municipality. The diagram below indicates the number of households with access to water at an acceptable RDP level, i.e. water inside the dwelling. In 2011, households with access to water inside their dwelling increased to 3,7% which is not a significant increase, however access to water did increase drastically. According to STATSSA, 2011 about 23% of households had access to portable water (served at the rate of 25l/cap/day within 200m walking distance) and 14% rely on untreated water, this is a considerable growth considering that only 1.5% had access to pipe water inside their yards by 2007. Conversely, 37% households rely on untreated water, 60.8% of households were still reliant on other untreated sources of water in 2007 (despite decreasing from 73.6% in 2001). The water backlog is still high, however the district has invested a considerable amount towards the eradication of this backlog, to this end water schemes are still being implemented. When calculating real backlogs, it is however important to count the number of households with access to water below the RDP level because of the nature of the settlement, all water schemes do not provide access to an inside the dwelling level.

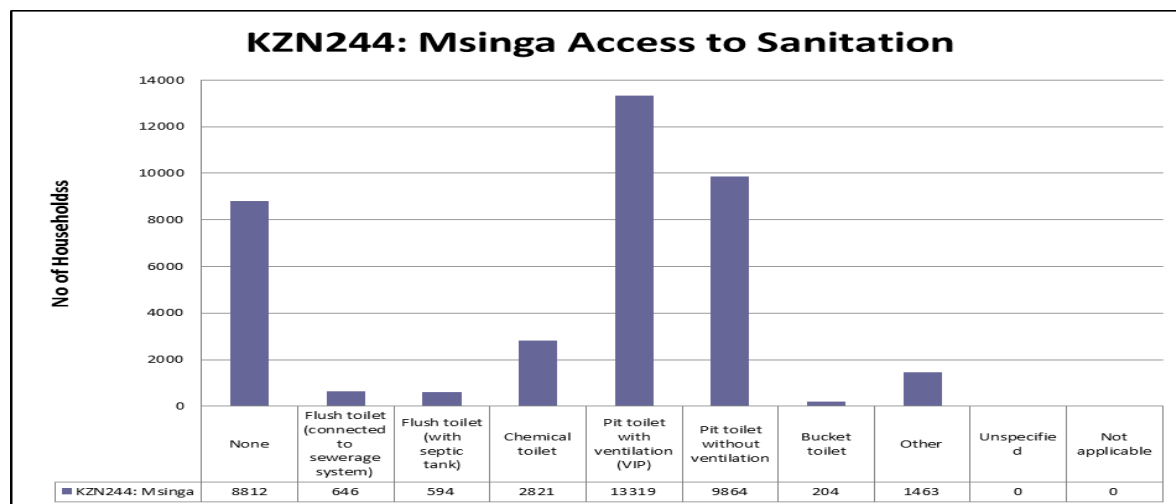


Figure 20 (Source: STATSSA, 2011)

Water is thus a critical need. Map 29: Water Infrastructure shows the existing infrastructure providing water services to areas in the municipality. The map might not indicate all the infrastructure that exists, but aims to relate the need for expansion of water infrastructure and services. Furthermore, additional information relating to the locality of extraction points, purification works and storage facilities as well as the bulk capacity of these facilities will be essential for the further formulation of the combined strategic capital investment initiatives between the District Municipality and the Msinga Local Municipality.

## Sanitation

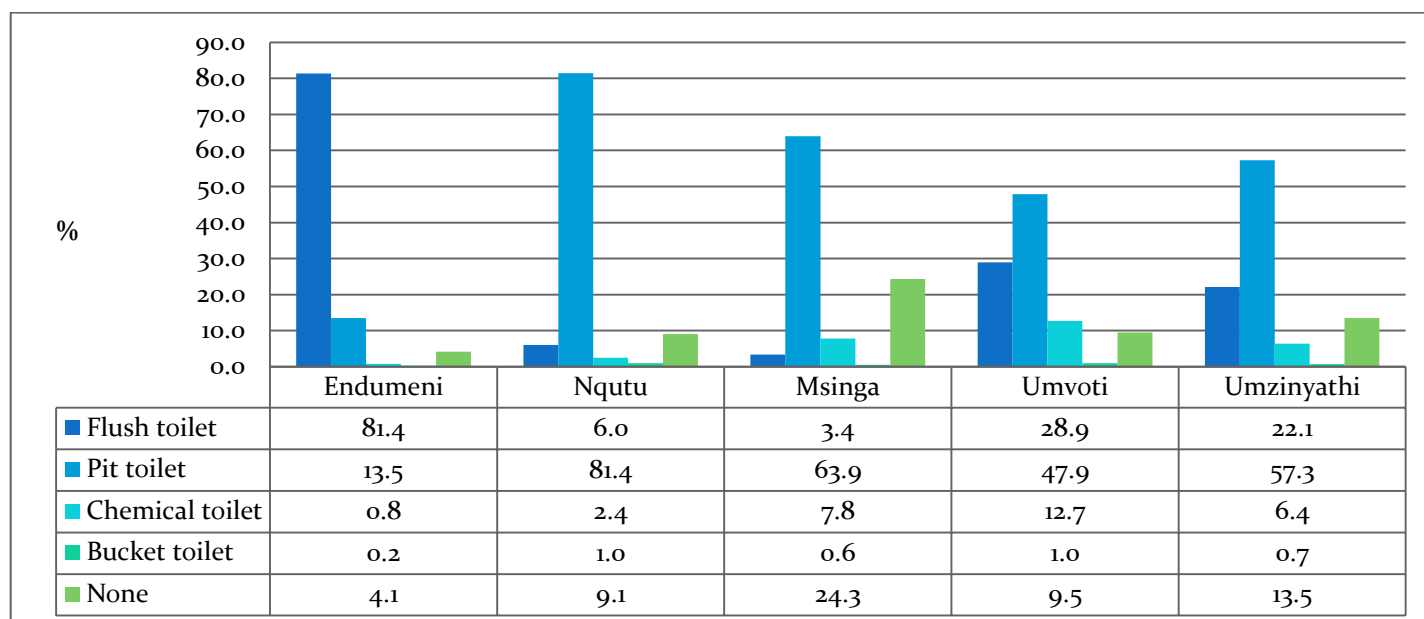


Figure 21: Percentage of households by type of toilet facilities, UMzinyathi District, Census 2011

The graph above indicates levels of sanitation within the municipality in terms of 2011 Census figures. As can be seen from these figures, in 2011 24% had no access to toilet facilities an improvement from 50% in 2007. The figures also indicate that approximately 35% of households have ventilated pit latrines which are a vast improvement on the 22% in 2007. 26.1% of households indicated that they have dry toilet facilities, another improvement on the 16% back in 2007.

## 4.2 Solid waste management

### 4.2.1 Refuse Removal

As can be seen from the table below, the majority of households (97,4%) in 2011 have no access to refuse removal. A total of 839 households have reasonable access to a communal skip from which refuse is removed weekly, and the backlog stands at 97.4% of households

Types of Refuse removal	households
Removed by local authority/private company at least once a week	493
Removed by local authority/private company less often	246
Communal refuse dump	545
Own refuse dump	27367
No rubbish disposal	8219

Other	855
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(Source: STATSSA, 2011) TABLE 18 : Type of Refuse Removal

## 4.3 Transportation infrastructure

### 4.3.1 Roads

The R33 provincial road which runs from north to south from Dundee to Greytown is the only tarred road in the entire municipality. This road is very poorly maintained in sections with bad potholes existing. Some 800 kms of gravel roads have been built in the area with many of these being in a poor condition and needing maintenance.

Department of transport has presented a project priority list for 2013-2015 financial periods, and this highlights local roads and causeways prioritised for construction or upgrade. The Department also intends investing on securing the KwaKopi Hill that poses danger on road users during the rainy season. The Department of Transport has also planned for the maintenance of R33. The municipality is in the process of upgrading local access roads which were identified as a priority issue in previous IDP's and will continue to do so as the need arises and funding is available.

In terms of defining a roads backlog, this refers to all weather access to within 500m of each dwelling (gravel road width of 4.5 to 6m). The uMzinyathi Backlog Study (2007) determined road backlogs based on hut count data in the Traditional Authority areas which indicates that 58% of households have inadequate access to roads. It is also assumed that backlogs in storm water drainage correlate with the high levels roads of backlogs.

### 4.3. Transportation network

The primary transport route within the municipality is the **R33 Route** that traverses Msinga from north to south and links the centres of Dundee in the north and Greytown and Pietermaritzburg to the south. **Map 25 of the SDF: Access to Roads** indicates that the majority of the households in the Msinga area have access to roads within 2,5km or less from their homes. This however does not paint the true picture of transport accessibility in the area, as many of these roads are poorly maintained or designed, causing vehicle access to the adjacent or nearby areas to be problematic. The Road Infrastructure Strategic Framework for South Africa (RIFSA) classifications indicates a major dependency on lower order access roads for most of the residents within Msinga. Due to the remoteness of these roads, as well as the limited funding for infrastructure maintenance, maintenance of these roads might pose a problem in future. To ensure correct future analysis of these roads and the dependency of other aspects such as economic opportunities etc. it will be necessary to research the conditions of all these roads, as well as the condition and localities of transport facilities.

The road freight information for the Msinga municipality indicates that there is basically no noticeable road freight found in the area. This information is depicted on **Map 26 of the SDF : Road Freight**, and shows that the provincial road network in the municipality is not a contributor to road freight. This can be considered to be due to a number of factors, including the inaccessibility to and from markets, limited economic activities in the area and the standard and quality of roads in the municipality, amongst others.

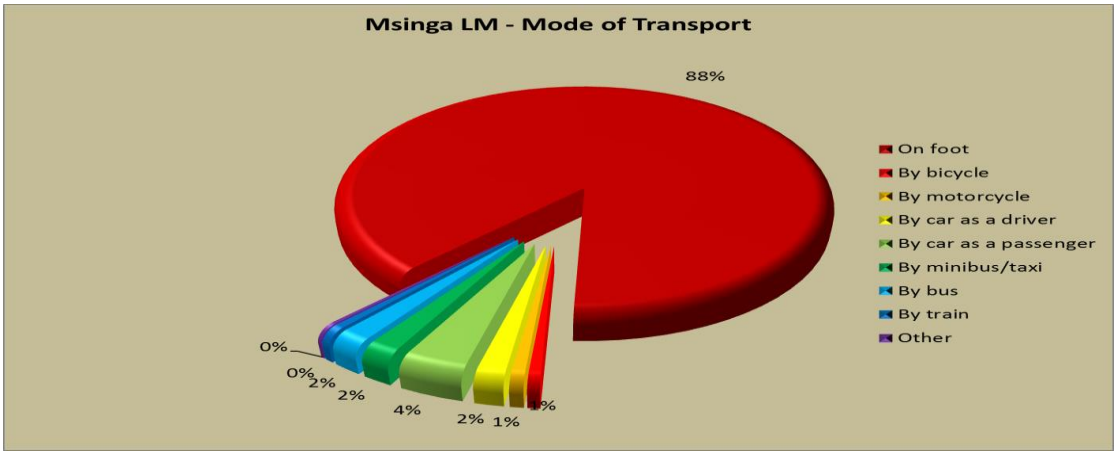
Another crucial aspect of service delivery systems is the access to markets and services centres, as indicated on **Map 27 of the SDF: Access to Towns**. From this map, it is clear that the majority of the citizens of the Msinga area are located further than 10km from a town/service centre. This causes strains on development potential because of the hierarchy (size) of these settlements, combined with the fact that the majority of the residents do not have access to motorised transport and the fact that the majority of roads are in an undesirable condition.

4.3.1 Mode of transportation

From the statistical distribution of modes of transports mainly utilised by residents it is evident that the largest portion of the Msinga population (88%) are dependent on travelling by foot and thus with no or limited access to affordable public transportation. This implies first of all, the lack of funds to utilise public transport, or the lack of an adequate public transport system. This also relates to the remoteness of some of the areas, as limited road infrastructure exists which allows taxis or buses to reach these remote areas. The last scenario is the most likely of the scenarios, which is that very few well-maintained lower order roads exist. The three aspects combined, is an indication of the poverty levels of this area. With the high dependency on the lower order nodes, it is necessary to ensure proper transport infrastructure exist, especially with the view of creating economic growth in the municipality, which positively affects everybody. Should the residents not have proper access to opportunities; the initiatives will not be successful.

Figure 22 mode of transport

Source: Stats SA, 2001 Census



Apart from travel on foot, the most common modes of transport are by Car as Passenger (4%), by Minibuses (2%), and by Bus (2%). A huge gap exist that needs to be addressed through municipal intervention. The SDF should aim to address these needs of the communities, by identifying possible transportation and connection routes, as well as inter modal transfer facilities.

4.4 Energy

4.4.1 Electricity

For the past years Eskom and Msinga Municipality has successfully completed the implementation of infrastructure establishment projects which included establishment of Pomeroy sub-station, upgrade of Tugela Ferry sub-station and upgrade of single lines to three phase lines from sub-stations to residential areas. Map 30: Electrical Infrastructure depicts the electrical infrastructure within the Local municipality as per the existing power lines and sub stations. The infrastructure is widely spread throughout the municipality, but still falls short of providing access to the majority of households in the municipality, as will be clear from Map 31: Access to Electricity. According to this map, the greatest majority of households are located further than 1000m from electricity infrastructure. This can be assumed to be due to the undulating landscape and scattered nature of households in the municipal area. Electricity is provided in the urban centres of Pomeroy, Tugela Ferry and Keates Drift while other areas are dependent on other forms of energy (i.e. wood, paraffin, solar panels and gas). The sole supplier of electricity in the municipal area is Eskom. In an attempt to accelerate electrification and to reduce the backlog the municipality in partnership with Department of Energy has managed to connect more than 5000 households in areas around kwa-Dolo to Nhlonga, Kwa-Latha to Mfenebude, Tugela Ferry to Mbabane, Mathinta and Kwa-Nxamalala. The Municipality successfully connected 1200 households in 2011/12. A further 600 connections will be undertaken in 2013/14.

TABLE 19: Energy for Lighting

Sources of lighting	Number of households
None	475
Electricity	9478
Gas	276
Paraffin	380
Candles (not a valid option)	25074
Solar	2040
Unspecified	
Not applicable	

Source STATSSA 2011

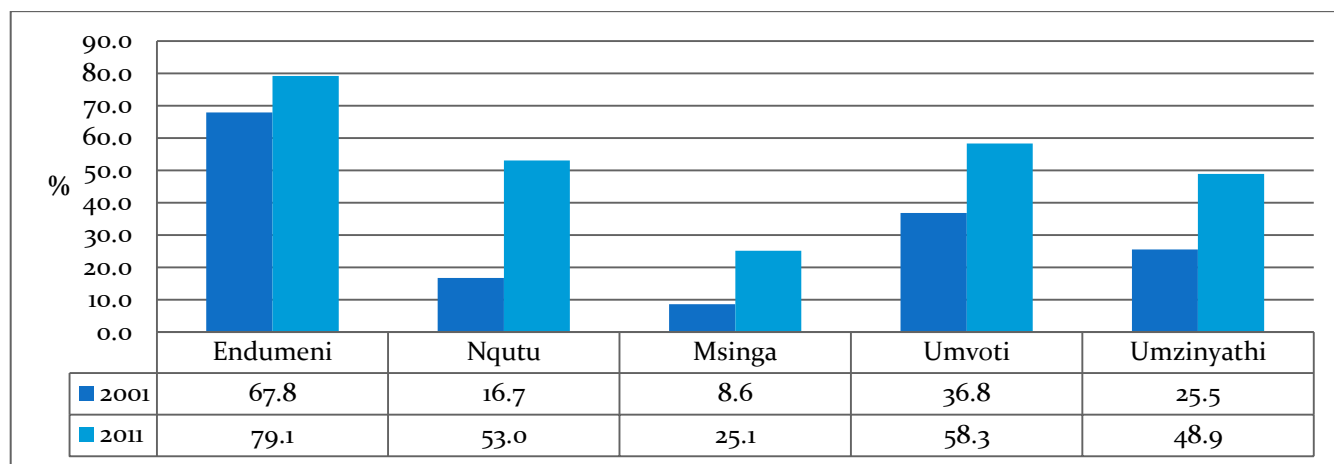


Figure 23 Source: STATSSA 2011:Percentage of households that used electricity for lighting, UMzinyathi District

As can be seen from these figures, approximately 25% of households made use of electricity for lighting in 2011 which is an improvement on the 13% in 2007. The number of households making use of candles for lighting has decreased from approximately 80% to 66% which is still high and which is probably indicative of the high levels of unemployment. In terms of energy for heating, approximately 89% of households made use of wood for heating in 2007 which has decreased to 75% in 2011. About 12,7% of households in 2011 made use of electricity for heating, a slight increase from 7% in 2007.

As reflected on the graph above the backlog is still huge, in 2011 a total of 28485 of households made use of wood for cooking. The Municipality's records about 2600 households are using solar energy for lighting which is subsidized by the Municipality. The Department of Minerals and energy is also busy with further installation of solar panels to those households that are located further from the normal Eskom grid electricity.

#### 4.5 Access to community facilities

The table below presents the number of community facilities that should ideally be available at a place such as Msinga. It further presents facilities in light of the provision standards.

**Education facilities:** The figures released by Statistics SA display a ratio of 40 learners per educator at schools in Msinga with a 58 learner per classroom ratio. From the demographic of the municipality, the population between the age of 5 and 19 is estimated at approximately 73 000, which illustrates an even larger backlog in either schools or additional class

rooms. Based on the information available, it is apparent that a severe under provision in educational facilities occurs within this municipal area. Using the data available from Stats SA it is apparent that an additional 241 classrooms would be needed to accommodate the 14,000 children not attending school. Msinga is served only by primary and secondary education facilities, with a recent addition of an FET college at the Msinga High School. **(Map 21 of the SDF): Primary Schools and Map 22: High Schools**, depicts the localities of these educational facilities within the Municipality. Msinga is relatively well serviced with high schools, apart from a few areas in the municipality, especially around the outlying areas around Pomeroy and the entire area around the Helpmekaar area. It would appear if all of the denser settlement areas are relatively well serviced with high schools.

The challenge, with this amount of facilities, will be the maintenance, upgrading and quality of these facilities. Considering the topography and road network systems, accessibility might also pose challenges to the community.

**Health facilities** are the most lacking within the municipality. There is only one hospital in the Msinga Municipal area, located at Tugela Ferry. Although a large portion of the population falls within 20km accessibility from this hospital, the majority of the population of Msinga stills falls outside of this 20km accessibility perimeter. Considering that there is only one hospital in the municipality, Tugela Ferry is probably the most relatively central location for the hospital. This hospital is highly accessible as it is located next to the District, Provincial and a gravel Road, which all intersect right next to this hospital.

The municipality has half the primary health facilities it should have; now in an area with high levels of unemployment lack of health facilities exacerbates poverty as people are not afforded the high level of basic health care system.

**Safe and security facilities:** According to these maps, the municipal area is serviced by three police stations, located at Helpmekaar, Pomeroy and Tugela Ferry. The greater majority of households are located at a distance greater than 10km from a police station. Almost the entire municipal area is located within a travel time of less than 1 hour from a police station, apart from a small area at the south east of the municipality, around the Dolo area. It can be assumed that the area is relatively well serviced by police stations.

**Social facilities,** The municipality is in dire need to have at least one orphanage, pay points within a reasonable walking distance. According to social provision standards a cemetery is required, the people of Msinga have not raised it as a need, however in terms of strategic planning provision should be made spatially for a cemetery.

**Transport facilities** such as taxi ranks, bus stop shelters are not provided at all at nodal areas

Sports facilities to be provide at nodal areas, the Municipality has started with a Sports complex at Pomeroy. A 15 million investment will go towards the achievement of this objective.

## 4.6 Human settlements

### 4.6.1 Introduction

Msinga Municipality developed a comprehensive housing plan and adopted it in December 2007. This housing chapter is a brief description of what is contained in the housing plan. The housing chapter focuses on specific key areas for the purpose of the IDP. The Department of Human Settlements has opened a fully fledged human settlements office at the district level to service two districts, Amajuba and UMzinyathi. This arrangement has assisted in projects implementation since the responsible officials are based in the district.

#### 4.6.2 Housing Demand List

The Housing Plan indicates that the Municipality does not have a housing waiting list in place and has therefore determined its housing demand/backlog based on Census 2001 statistics. More specifically, the information relating to individuals residing in traditional dwellings, house/flat/room in backyard, informal dwelling/shack in backyard and informal dwelling/shack not in backyard was used to estimate the demand for housing.

It is estimated that there are 26 305 traditional dwellings, 282 house/flat/room in backyard and 368 in other. With regard to the demand for medium to upper income housing, no calculations have been done for the purposes of this plan. Supply and demand for such housing is determined by the market and it would appear that sufficient opportunities exist for residential infill and expansion in the urban areas in regard to this segment of the market in the five year period covered by this plan. Based on the above, the total demand for low cost housing units within the Msinga Municipality is estimated to be 21 694 housing units. It was agreed between the municipality and the Department of Housing that 80% of the number of traditional dwellings be used as the backlog figure (i.e. 21 044).

Sites at which housing delivery can take place and which have been identified include the following:

Erf 1000 Pomeroy	Mthembu	Emvundlweni
Ezimbomvini	Ethembeni	Ngome
Kwadolo	Mbono	Nxamalala

#### 4.6.3 Identification of Land for Housing

According to Msinga SDF adopted in 2005 Tugela Ferry is the primary node b(commercial hub of the municipality).Keates Drift and Pomeroy are secondary nodes. Mashunka, Mkhuphula, Dolo, Cwaka, Mazabeko,Rokes drift and Msinga Top are classified as tertiary nodes. As the focus of the development is in the rural component of the municipal area, it is at these nodes that land should be identified for possible future housing purposes. The SDF has recognized the importance for human settlements around Tugela Ferry to be clearly defined and developed with further densification so as to create the necessary thresholds for the development of services and reduction in per capita-expenditure on service delivery.

TABLE 20 : Types of Dwelling

TYPES OF DWELLINGS	CENSUS 2001	COMMUNITY SURVEY 2007	Census 2011
House or brick structure on separate stand	4,152	5,379	10,692
Traditional dwelling	23,506	26,305	25,141
Flat in block of flats	1,114	-	967
Town/cluster or semi-detached house	113	-	33
House/flat/room in backyard	282	416	407

<b>Informal dwelling/shack in backyard</b>	107	368	74
<b>Informal dwelling/shack not in backyard</b>	261	-	65
<b>Room/flatlet not in backyard but on shared property</b>	134	403	92
<b>Caravan/tent private ship or boat</b>	38	37	42
<b>TOTAL</b>	<b>32,506</b>	<b>32,908</b>	<b>37,723</b>

(Source: STATSSA 2001& 2011, 2007)

As can be seen from the above table, the vast majority of the community live in traditional dwellings which are often poorly constructed and are affected by wind and rain.

The need for housing has been prioritized by the community and in an effort to ensure that the community is housed in adequate shelters, the Msinga Municipality has engaged with the Department of Human Settlements to accelerate the previously identified projects in the municipal area. The following projects are active and funding has been committed and they are all at different stages.

- The Pomeroy Low Cost housing project;
- Bathembu rural housing project and
- KwaLatha rural housing project.
- kwaDolo housing
- Ezibomvini housing
- Mvundlweni housing

#### **(a) Pomeroy Low Cost Housing**

This project has been approved by the Department of Human Settlements and initial funding has been released. A Project Implementing Agent has been appointed. The project will be in three phases of 500 units each and is situated in the south western portion of the town of Pomeroy. The project is awaiting Planning approval from the Municipality in terms of the KZN Planning & Development Act (Outstanding: ROD Dept. of Environmental Affairs). The preliminary environmental scoping report highlights about 60 sites that are affected by a wetland in close proximity to the project area (discussions are ongoing on how best to handle the matter) Negotiations to try and obtain another piece of land which belongs to National have been a success as the Municipality has been granted permission to utilize the land in order to have a complete project). The full Geotechnical Study is underway and has been completed. Once the ROD is obtained from Environmental Affairs packaging for stage 2 will commence.

#### **(b) Mthembu Rural Housing**

760 housing planned. The application pack was submitted to HEAC for approval on the 14th of June 2012 and the decision is pending a detailed assessment of soil conditions in the area by an independent Goetech specialist as recommended by the committee. A submission to this respect has been compiled and awaiting approval from the MEC. Approval has been



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granted and now in process of appointing an independent geotechnical specialist to conduct a full investigation on the soil conditions in the area.

**(c) KwaLatha Rural Housing**

The Kwa Latha Rural Housing project is situated to the southeast of Keates Drift and will provide some 800 homes. A Project Implementing Agent has been appointed and the project has been approved by the Department of Housing.

**(d) Emergency Housing Ward 10**

The former MEC for the Local Government Housing and Traditional Affairs, MEC Mike Mabuyakhulu on his ministerial visit to ward 10 areas identified an urgent need of housing solution and declared a special housing project consisting of 1000 housing units. These are anticipated to be implemented shortly. And the one from KwaDolo has commenced

**(e) Mvundleni Housing**

500 houses are planned to benefit the community of Mvundleni area.

**(f) KwaDolo Housing**

500 houses are planned to benefit the community of KwaDolo area. Application for stage 1 will be submitted as soon as Land Availability Agreement is concluded between Department of Rural Development and the Developer (Msinga Municipality). Land claim registered. Claimants cannot be found in order to get consent. Claimants not residing in the area. Awaiting date for a meeting with Rural Development in order to carve a way forward on the matter. Rural Development has not yet provided a meeting date in order to finalize and deal with the issue at hand and the matter has been referred to Senior Management for attention .

**(g) Ezibomvini Housing**

500 houses are planned to benefit the community of Ezibomvini area. The process of beneficiary registration is almost complete. The record of decision is still outstanding from the department of Environmental Affairs and once obtained planning approval in terms of the KZN PDA can be obtained from the Municipality. Densification model has been addressed with PSC & Mabaso Traditional Authority at a meeting held on the 30<sup>th</sup> of August 2012. The project is now at packaging stage for stage 2 approvals upon finalization of all outstanding issues.

**(h) Further Housing Projects**

In addition to the above projects the Msinga municipality has approached the Department of Housing with a view to initiating further projects at Emvundlweni, Ezimbomvini and KwaDolo. The Department of Housing has indicated that it would look favourably on such projects.

Below is a list of projects that the department is considering.

Department of Human settlements Project Name	Municipality	Project Type	Proposed Units
1.Douglas	MSINGA	RURAL	1000
2.Nhlalakahle	MSINGA	RURAL	1000
3.Ngome	MSINGA	RURAL	1000
4.Msinga Top	MSINGA	RURAL	1000
5.Mzweni	MSINGA	RURAL	1000
6.Mthembu Phase 2	MSINGA	RURAL	1000
7.Nteneshane	MSINGA	RURAL	1000
8.Mahlaba	MSINGA	RURAL	1000
9.Mkhuphula	MSINGA	RURAL	1000
10.Mbono	MSINGA	RURAL	1000

TABE 21:Housing Pipeline projects

#### 4.6.4 Institutional Arrangements

The Municipality does not have a dedicated housing department within the office. The housing functions fall under the development planning department and the responsible official in this regard is the Director: Development Planning but there is a district level office which is fully fledged based in UMzinyathi for this district and Amajuba. The municipality has a Portfolio Committee which deals with housing issues and has also established a housing forum which consists of officials from the department of Human Settlements-Northern Regional office. The municipality is not satisfied of the existing institutional arrangements and has stated the need for additional in-house capacity and resources to effectively administer the housing function. The municipality engaged the department of Human Settlements in this regard and the department has promised to provide the municipality with a housing officer however this has not materialized yet.

#### 4.6.5 Conclusion

Housing has been prioritized in the Msinga IDP. The municipality has an effective housing forum and on top of the projects currently being undertaken the municipality has identified additional projects to deal with the backlog in rural areas.

#### 4.7 Telecommunications

The information on telecommunications was not received from StatsSA.

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#### 4.8 Service delivery and infrastructure analysis: SWOT analysis

The delivery of services is challenging because of the terrain that makes it much more costly to deliver basic services to scattered households.

## 5. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

### 5.1 Introduction

Msinga municipality has completed Local Economic Development (LED) Strategy in January 2012. It is noted that the LED Strategy has highlighted the agriculture as the competitive advantage of the municipality. The municipality is preparing to implement the Strategy and look for funding for all of those projects highlighted in it. A further strategy dealing with the LED potential of *Rock Crushing* was prepared in 2008 and the negotiations are still underway with the Department Human Settlements for funding. The LED Strategy is emerging on business development and retention it is also aiming on enriching local Youth and Workforce with skills development and training across economic sector. This strategy intended to create an enabling institutional environment to facilitate local economic development, develop the local economic environment to become conducive to growth and development and to attract further investment as well as enhancing key sectors identified to broaden the economic base of Msinga.

The outcomes of the aforementioned strategy have been incorporated into this section of the IDP document, together with the latest economic data forthcoming from STATSA's (2011).

#### 5.1.1 municipal comparative advantage, facts and figures

##### (i) Income Levels

According to the STATSSA (2007) data, approximately 71% of the economically active population had no form of income, while a further 24% of households earned less than R1 600.00 per month. This means that a staggering 95% of the population earned below the minimum income levels. In 2011 there has been a drastic improvement in that approximately only 11% has no income; this decrease in households with no income can be attributed to the initiatives embarked on by the Department to register all households for social grants and the ID campaign that the municipality along with other sectors embarked on. However the municipality still has the highest number within the district of households with no income.

## income levels

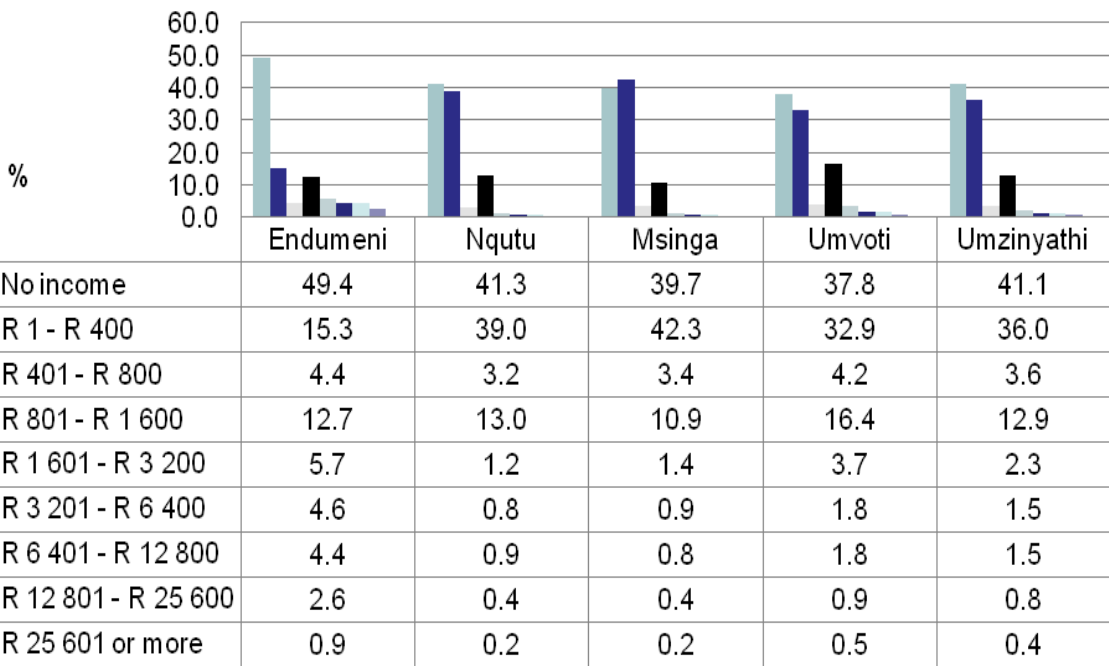
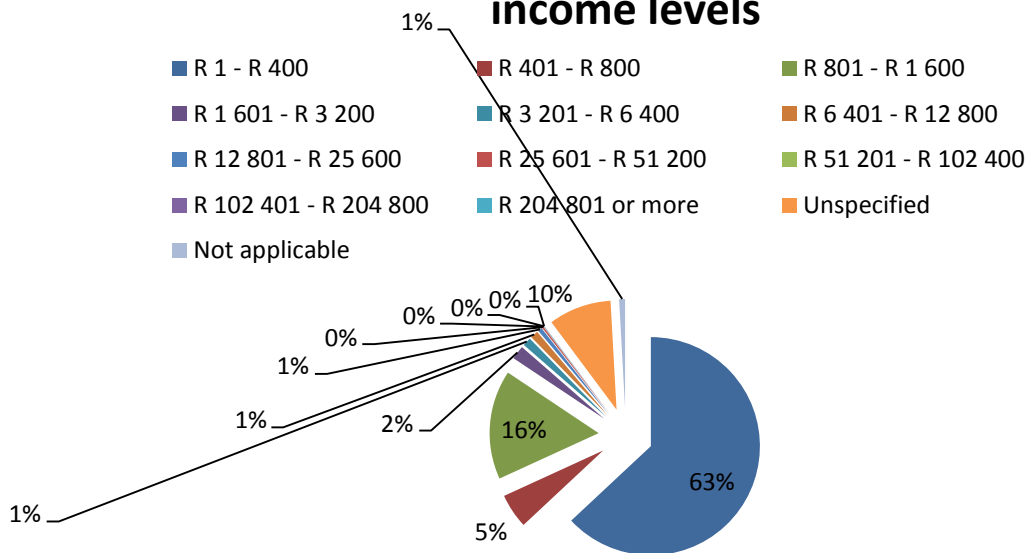


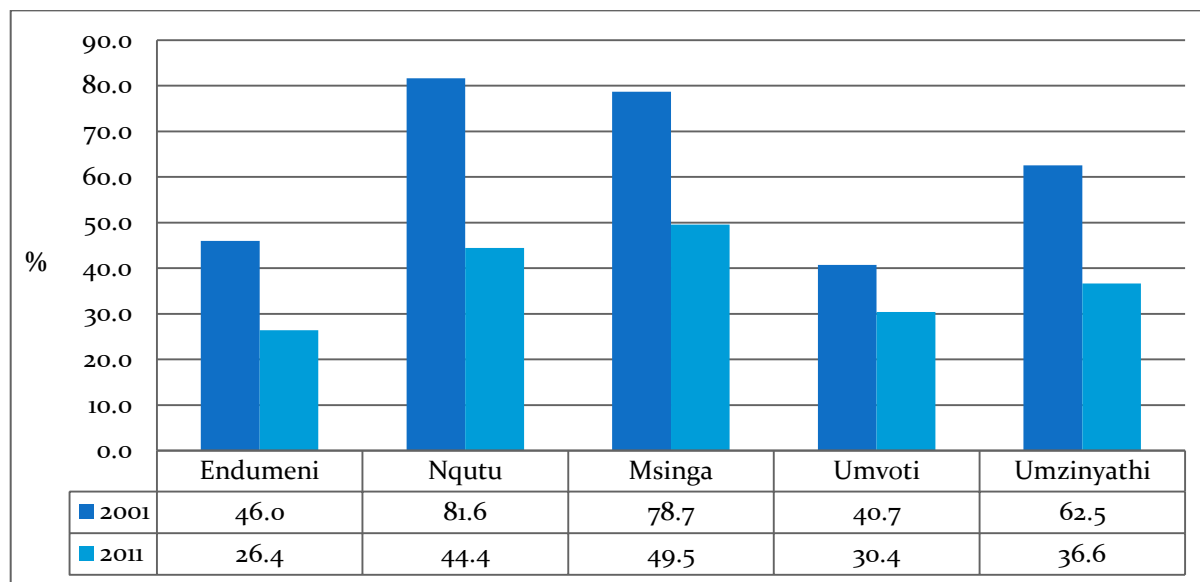
Figure 24 : Households per Income Category in 2011 (Source: STATSSA, 2011)

### (ii) Unemployment Levels

Column1	Male		Female	
	youth	middle aged 36 - 65	youth	middle aged 36 - 65
Employed	1895	1777	2384	2576
Unemployed	2331	1040	3459	1647
Discouraged work-seeker	3931	2147	7315	4277
Other not economically active	16223	6075	20412	12742
Age less than 15 years	-	-	-	-
Not applicable	-	185	-	377

**Table 21: Employment levels by gender and age source 2011 census**

The table above reflects a large number of youth that is unemployed; 2331 males and 3459 females. This reflects that more men are still getting employment better than women. More strategies have to be geared towards the empowerment of youth especially women. It is also important however to mention that less unemployed youth numbers may be related to the reality that young men emigrate to nearest urban areas to access better employment opportunities.



**Figure 25: Unemployment rate by Local Municipalities in UMzinyathi District**

Source STATSSA 2011

The graph above shows a remarkable decrease in the number of unemployment from 87% in 2001 to 49.5% in 2011.

### (iii) Labour Force

(iv) The STATSSA (2007) data indicates that *community, social and personal services* provide employment for 2.8% of the population which is in keeping with the number of government services clustered in the municipality, while 83% of respondents indicated that the categories were not applicable which may correlate with the high levels of unemployment and the existence of the informal sector in the Municipality.

**TABLE 22 : Labour Force**

CATEGORY	%
Agriculture; hunting; forestry and fishing	0.1%
Mining and quarrying	0.0%
Manufacturing	0.7%
Electricity; gas and water supply	0.1%
Construction	0.8%
Wholesale and retail trade	0.8%

<b>Transport; storage and communication</b>	0.5%
<b>Financial; insurance; real estate and business services</b>	0.4%
<b>Community; social and personal services</b>	2.8%
<b>Other and not adequately defined</b>	0.6%
<b>Unspecified</b>	9.9%
<b>Not applicable/Institutions</b>	83.3%
<b>TOTAL</b>	<b>100</b>

(Source: STATSSA, 2007)

#### (v) Grant Dependency

The Neighbourhood Survey (2007) data indicates that approximately 28% of residents are dependent on *Child Support Grants*, 8% on *Old Age Pensions*, and 4% are dependent on *Disability Grants*.

**TABLE 23 : Dependency on Grants**

<b>GRANT CATEGORY</b>	<b>%</b>
<b>Old age pension</b>	7.7%
<b>Disability grant</b>	3.9%
<b>Child support grant</b>	29.7%
<b>Care dependency grant</b>	1.0%
<b>Foster care grant</b>	0.0%
<b>Grant in aid</b>	0.2%
<b>Social relief</b>	0.0%
<b>Multiple social grants</b>	0.2%
<b>Not applicable</b>	56.3%
<b>Institutions</b>	1.0%
<b>TOTAL</b>	<b>100</b>

(Source: STATSSA, 2007)

#### (vi) Dependency Ratios

The uMzinyathi SDF Review (2009) indicates that the number of dependents per person employed in 1996 was 37.2, which decreased to 33.4 in 2001.

#### (vii) Human Development Index

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development in the community. It is based on the measure of life expectancy, literacy and income. It is seen as a measure of people's ability to live long and healthy lives, to communicate, to participate in the life of the community, and to have sufficient resources to obtain a decent living. The best HDI figure is 1 which is very rarely obtained.

According to the 1996 Census data, the HDI figure stood at 0.33, which improved to 0.37 in 2001. This improvement is positive, but these figures are the lowest of the four municipalities in the uMzinyathi DM.

#### (viii) Gross Geographic Product (GGP) Contribution /Main Economic Sectors

The Gross Geographic Product (GGP) of a particular area amounts to the total income or payment received by the production factors (i.e. Land, labour, capital, and entrepreneurship) for their participation in the production within that area.

As can be seen from the table below, the GGP of Msinga is dominated by the *Community Services* sector which accounts for approximately 65% of the GGP, followed by *Trade* at 14%.

**TABLE 24: GGP for the Msinga Municipality**

SECTOR	TOTAL	%
Agriculture	3055.8	3.7
Mining	953.0	1.2
Manufacturing	1483.5	1.8
Electricity and Water	0.0	0
Construction	6919.9	8.4
Trade	11572.2	14.0
Transport	4107.6	5.0
Finance	1140.6	1.4
Community Services	53326.4	64.6
<b>TOTAL</b>	<b>82558.8</b>	<b>100</b>

(Source: Dri Wefa, 2001)

#### (ix) The Areas of Competitive and Comparative Advantages

As indicated above, although the GGP is dominated by the Community Services sector followed by Trade, the Agricultural sector offers good potential for future development as well as job creation due to its relatively labour intensive nature. This next section explores the agricultural potential of the municipality.

Agriculture is one of the most important economic sectors in Msinga although it is still largely practiced for subsistence. Added to this, is the limited capacity of the land for productive agricultural development due to poor soil quality, adverse climactic conditions, and poor agricultural practices, such as overgrazing as well as the topography of the area.

In general terms, the intensification of farming can occur in the extensive areas provided there is sufficient water and suitable soils available. In general the areas under extensive farming have erratic rainfall and land degradation is very prevalent, making sustainable farming/agriculture very difficult without good management. Despite the large irrigation potential linked to the Tugela and Mooi Rivers, the area is subjected to water shortages during dry seasons, high soil erosion and low land carrying capacity.

At present, 1967 hectares of land is cultivated, of which 767 hectares are under irrigation. A significant amount of land, 6 800 hectares, has potential for dry cropping. A refrigerated vegetable pack house was established in Tugela Ferry during



2001. Unfortunately this pack house has not reached its full potential and efforts should be made by the Department of Agriculture to maximize the potential of this project.

Numerous community garden clubs/groups cultivate vegetables on 89 hectares of land, and these are predominantly located along the available water sources. This indicates the willingness of the community to be involved in crop production if the necessary support is provided. Finding sustainable markets for the sale of local produce and products remains challenging and problematic.

Stock farming of cattle and goats is largely a cultural practice, and not primarily as an economic activity. An estimated 46,000 head of cattle and 45, 000 goats are kept by residents of the municipality. Only in times of dire economic pressures do families resort to the selling of stock. The Department of Agriculture has provided 64 dip tanks throughout the area.

There is significant potential to increase crop production through improved farm management and agricultural support systems. However, due to the already vulnerable environment, the current and future stock farming practices should be managed carefully in order not to cause any further degradation of the environment.

The municipality has secured funding to develop an agricultural development plan, as well as a plan to combat further soil erosion. The main focus of this plan is to identify the impact of the erosion on the environment, as well as to improve existing farming initiatives and to provide guidance on the expansion of the activities to other potential areas.

The Department of Agriculture has suggested various alternative crops that would be suitable to grow in the Tugela Ferry area. It is felt that the Department of Agriculture should embark on a programme where the community is enlightened as to the benefits of these crops and farming methods to be adopted so as to obtain maximum benefit

#### 5.1.3 Local Economic Development (LED) Institutional Factors

##### (i) LED Unit

There is a need to further strengthen the LED services that the municipality offers. Funds and resources are, however, limited in this regards.

##### (ii) LED Forums

The municipality will continue to participate in District-level LED forums and structures so as to ensure that the needs of the Municipality are prioritised at a district level.

##### (iii) Community Reporting

The Msinga IDP RF will still be utilised as the primary reporting structure for progress on LED projects.

The Ward Committee and war room structures will also be utilised to communicate LED project and programme progress to community members.

#### 5.1.4 LED Linkages

##### (i) District Linkages

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The uMzinyathi DM's LED strategy identifies the following interventions in the Msinga municipality, namely:

- Agricultural perishable goods to local hospitals and general markets in nearby municipalities;
- Chakalaka and other vegetable agro-processing opportunities.

**(ii) Linkages with the NSDP and PGDS**

The Msinga IDP is aligned with the NSDP, the PGDS and the PSEDs. A summary of these initiatives and the degree of alignment is contained in Section C of the IDP which deals with the development strategies.

**5.1.5 LED**

The district does not fall within a primary provincial economic corridor or node. It is thus not a priority investment destination for public or private sector in terms of the KZN Spatial Economic Development Strategy (2005). It is however an Integrated Sustainable Rural Development (ISRDP) node.

Priority secondary corridors within the District (which are economic activity corridors and not transport corridors) include:

- Greytown- Msinga – Madadeni (SC12)
- Nkandla – Nquthu – Vryheid (SC 13)

**(i) UMzinyathi District Economy in the KZN Provincial Context**

The UMzinyathi District economy is the third smallest district economy in the province of KwaZulu-Natal with a Gross Domestic Product (GDP) of R2.7 billion in 2005. GDP per capita for UMzinyathi District was the second lowest in the province. In terms of economic performance over the period 1996 – 2004 the UMzinyathi District together with the Zululand and UMkhanyakude districts were the poorest performers in the province in terms of growth. The district economy has grown at an average rate of 0.94% per annum between 2000 and 2005. Although the district has weak economic fundamentals in relation to the province as whole, opportunities do exist in key areas where the district has competitive advantage.

**(ii) Agricultural Sector Analysis**

Agriculture is well established but under-developed in terms of beneficiation (value added packaging and processing). District agricultural strength lies in dairy, feedlot beef and maize (Endumeni), forestry and sugar (Umvoti), and vegetable production (Msinga).

In Msinga the weaknesses relate to land shortage, and overgrazing and poor dry land cropping. The Msinga vegetable growers are price takers and processing initiatives show limited progress because of management and co-ordination weaknesses

The agricultural opportunities in Msinga are:

- Agricultural perishable products to local hospitals and general markets in nearby municipalities.
- Chakalaka and other vegetable agro-processing opportunities.

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### **(iii) Tourism**

The District's current marketable advantage is its Battlefields Tourism, but its unique selling point is the presence of six seminal historical battlefield sites of both national and international significance in close proximity to each other. Although it is noted that most of the Battlefield Heritage sites lie outside the Msinga municipality, the route follows the R33 which transcends the Msinga Municipality. The district can also gain a potential unique competitive advantage in linking this Battlefields Heritage and Zulu Cultural tourism.

Tourism KZN statistics estimate that 443 000 domestic tourists (7% of KZN domestic market) visited the Battlefields in 2005 on average at 2.77 trips per annum. Foreign tourism drew about 112 000 visitors (7% of KZN foreign Market). Both domestic and foreign tourism to the Battlefields is highly seasonal with the lowest number of visitors in the winter season (May – July).

The district's key (potential) competitive tourism strengths are:

- the uniqueness of the current battlefields and Heritage products in the area,
- the potential provided by strong Zulu Cultural assets particularly along the R33 between Greytown and Dundee through Msinga and along the R68 to Nquthu,
- the natural scenery and river bush valleys that provide potential for nature-based and adventure tourism.

The key weaknesses are:

- its distance from the province's key attractions and the fact that not many primary tourism attractions in the province are really accessible within a day,
- poor public tourism related infrastructure including poor roads, the lack of signage,
- the lack of significant investment into tourism by both the private and public sector,
- the lack of structured tourism marketing and training for the area and
- the absence of a tourism growth coalition between local government, the tourism business sector and civil society.

The district must diversify its tourism product mix and increase representivity to become more competitive. The two are interlinked. In terms of market opportunity, local tourism role players reported in 2006 a growing demand from domestic tourism, but that the market required more product diversification which included adventure products (quad biking, rafting etc), craft and culture, and other activities that could complement or supplement the battlefields/heritage product.

### **(v) Retail and Wholesale**

The wholesale and retail sector has shown considerable growth both in terms of GDP share (37.6%) and in terms of job creation (10%) between 2000 and 2005. Further development of commercial activity in Msinga is constrained by the lack of progress on the development of the towns and the introduction of formal land tenure and land management arrangements and enforcement of municipal by-laws on trading.

### **(v) Economic Development Infrastructure**

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50% of the population of uMzinyathi lack access to clean water. 46% of people do not have any sanitation facilities at all. Compared to other districts, UMzinyathi has a low level of telecommunications infrastructure in place. The main road upgrade and signage along the R33 is priority

#### 5.1 .10 LED SWOT Analysis

##### **(i) Strengths**

In terms of agriculture, the district has a distinctive competence in beef feedlots, irrigated maize production and dairy in the north, vegetable production in Msinga and Umvoti on the Tugela and Mooi Rivers, and forestry in Umvoti. It has well established clusters of expertise, support services and marketing networks in these sectors except for vegetable production.

There are value added opportunities in the various value and supply chains linked to each sector: But without adding value to the products, these sectors are not likely to grow significantly. Opportunities exist within the following supply and value chains:

- Maize – Milling – Marketing – Feedlots.
- Feedlots – Meat Processing- Leather Tanning.
- Dairy production – dairy processing – dairy packaging – marketing.
- Forestry – wood products – forestry waste products – marketing.
- Vegetable production – vegetable packaging – vegetable processing – marketing.

The area has a unique competitive advantage in terms of its Battle Fields (Heritage) Tourism products. There is however a need to improve the marketing and quality of the product through both public investment (signage, public infrastructure) and private investment. There is also a need to diversify the tourism product mix to include Zulu cultural, nature-based and adventure products.

The lead performing growth sectors over the last 5 years have been trade and accommodation (tourism) (37, 6%), financial services (39.6%) and construction (114%), although the latter of a very low base.

##### **(ii) Weaknesses**

- The district economy still remains too dependent on government and social services.
- The GDP per capita value of the district economy is the second smallest in KwaZulu-Natal.
- There is a weak social base, with the district having the highest levels of unemployment and illiteracy in KwaZulu – Natal, the second lowest Human Development Index of all the districts in KZN.
- There are low levels of reinvestment into productive sectors. The service sector dominates the economy and there is limited investment in tourism and agriculture.
- There has been a lack of progress around meaningful and practical growth and development partnerships between government, business and civil society to identify the district economies strengths and deal with threats and weaknesses.

##### **(iii) Opportunities**

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There is a high demand for processed agricultural products (beneficiation of primary products) both within the district and broader market. The areas of greatest opportunity include processed meat, irrigated maize, dairy products and processed vegetables. There are opportunities for competitive partnerships with BBBEE investment companies and SMMEs in the following supply and value chains:

- Maize – Milling – Marketing – Feedlots.
- Feedlots – Meat Processing – Leather Tanning.
- Vegetable production – vegetable packaging and processing – marketing.

There is potential to grow both the domestic and international share of the tourism market through improving both marketing and the experience of the existing Battlefields Heritage product and the development and marketing of complementary products in adventure tourism, nature-based tourism and Zulu cultural tourism. A unique opportunity exists to develop a District Tourism route through the district which would form the basis of a coherent tourism marketing and product development initiative for the district.

#### **(iv) Threats**

The agricultural sector has been based on primary production while opportunities and profits lie in processing. In addition, the sector has shown stagnation and job loss with lower profit levels due to rising costs of agricultural inputs.

The tourism sector has not been able to develop a growth partnership between tourism associations and local and provincial government. The lack of engagement around integrating community based tourism enterprises and SMMEs into the tourism supply and value chain, will continue to constrain public sector investment and limit the necessary product mix for a competitive local tourism economy.

The District and Local Municipalities have allocated little strategic management, human or financial resources to the implementation of LED in the past.

## **5.2 SOCIAL DEVELOPMENT ANALYSIS**

### **5.2.1 BROAD BASED COMMUNITY NEEDS**

The list of the needs derived at the Community based planning undertaken on the 13<sup>th</sup> of January 2013. Below is the list of the 10 most reported needs:

1. Social facilities
2. Education
3. Electricity
4. Health
5. LED
6. Roads
7. Housing
8. ICT

### **5.2.2 EDUCATION**

Education facilities

The figures released by Statistics SA display a ratio of 40 learners per educator at schools in Msinga with a 58 learner per classroom ratio. From the demographic of the municipality, the population between the age of 5 and 19 is estimated at approximately 73 000, which illustrates an even larger backlog in either schools or additional class rooms. Based on the

information available, it is apparent that a severe under provision in educational facilities occurs within this municipal area. Using the data available from Stats SA it is apparent that an additional 241 classrooms would be needed to accommodate the 14,000 children not attending school. Msinga is served only by primary and secondary education facilities, with a recent addition of an FET college at the Msinga High School. **Map 21: Primary Schools** and **Map 22 Of Msinga Draft SDF: High Schools**, depicts the localities of these educational facilities within the Municipality:

The municipality is relatively well serviced in terms of primary schools, as is depicted on **Map 23 of draft SDF: Primary Schools**. The northern part of the municipality is not well covered in terms of the prescribed access standard. There are a few small areas throughout the municipality that are not covered by the prescribed spatial standard. This is however not necessarily an indication that the threshold number of household standard is not met. The northern part of the municipality has larger areas that do not meet the prescribed spatial standard, which could most likely be due to the lower population density and thresholds.

Msinga is relatively well serviced with high schools, apart from a few areas in the municipality, especially around the outlying areas around Pomeroy and the entire area around the Helpmekaar

area. It would appear if all of the denser settlement areas are relatively well serviced with high schools.

The challenge, with this amount of facilities, will be the maintenance, upgrading and quality of these facilities. Considering the topography and road network systems, accessibility might also pose challenges to the community.

#### Levels of education

The largest portion of the population has no schooling (approximately 63 313), with approximately 48 355 with some primary education between grades 1 and 6. Only about 1670 (1%) of the population has an education higher than grade 12. The low levels of education in the municipality can be attributed, in part, to the high number of the population which is of lower, school going age. Notwithstanding this, the number of adults with education levels being higher than grade 12 is very low.

These levels of education impacts drastically on the type of work opportunities one can create for the populace. Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but in order for the communities to benefit from opportunities such as tourism, or other opportunities presented by the unique locality of the area, it might be possible or needed that some training be presented to the communities to empower them to utilise these opportunities.

### 5.2.3 HEALTH

The spatial distribution of health facilities are depicted on Map 18 and 19 (of the Msinga Draft SDF 2012/13) for Clinics and Hospitals respectively. The standards for provision of and access to Health Facilities are the standards prescribed by the CSIR. The KZN Department of Health is in the process of revising its standards, and the KZN Provincial Planning & Development Commission also published a document with a review and lengthy discussions on the standards. All the standards vary, and through discussions with the Local Authorities a decision must be made with regards to which standards will be implemented.

#### CLINICS

Msinga has a total of seventeen Clinics and these Clinics are spread relatively evenly throughout the municipality's denser settlement areas, including the main small villages in the area. The map depicts existing clinics with an optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The municipality obviously does not conform to this standard, as facilities are fairly evenly spread along main access routes and concentrated within dense core areas, with a limited access to service in some of the outlying areas in the south. Considering this, the majority of the population of the

Msinga municipality is located at a distance of more than 5km from a clinic. The majority of these clinics are located adjacent to a provincial road, which improves accessibility to those portions of the population who have access to and via these roads.

#### 5.2.4 SAFETY AND SECURITY

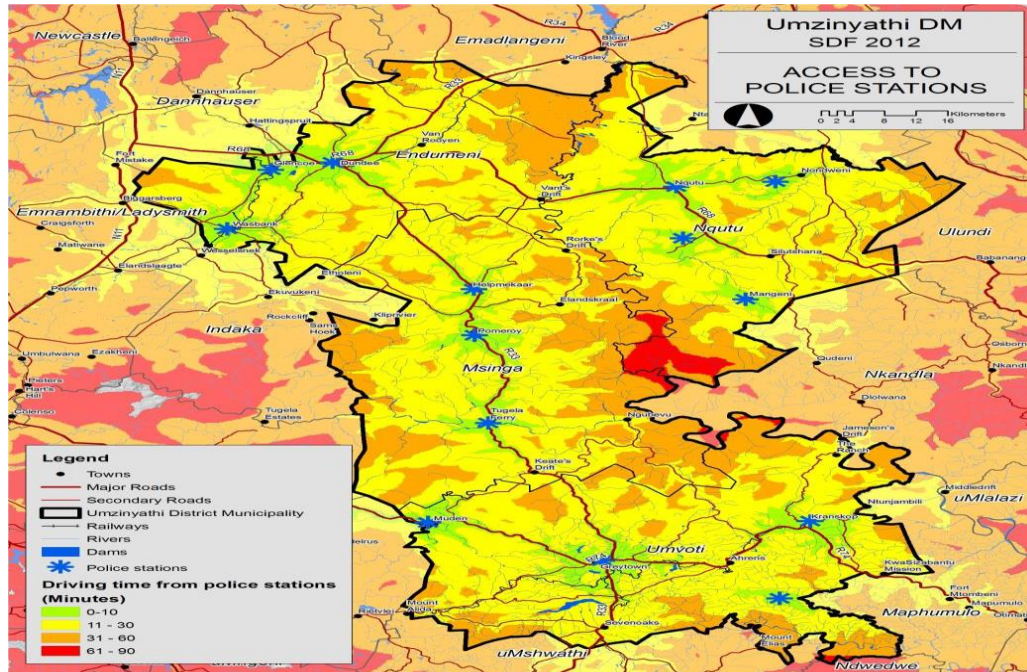


Figure 26: access to police stations (source Umzinyathi SDF 2012)

**Figure 26: Access to Police stations** indicates the access to police stations within the Msinga Municipality according to these standards and the time from police stations in the area. According to these maps, the municipal area is serviced by three police stations, located at Helpmekaar, Pomeroy and Tugela Ferry. The greater majority of households are located at a distance greater than 10km from a police station. Almost the entire municipal area is located within a travel time of less than 1 hour from a police station, apart from a small area at the south east of the municipality, around the Dolo area. It can be assumed that the area is relatively well serviced by police stations.

#### 5.2.5 NATIONAL BUILDING & SOCIAL COHESION

The municipality holds gatherings in every ward to ensure extensive community involvement in local governance is achieved. Each ward holds an imbizo where important local government programmes are tabled to the community. This is a multi-disciplinary approach led by the Municipal Mayor. Since Msinga has a high number of illiteracy especially among its adults, distribution of written documents on its own is not enough thus Izimbizo have proved successful in bringing the society together irregardless of their social hierarchy. The municipality has endorsed the doctrine of Sukuma sakhe, and although slowly has embraced the multidisciplinary approach employed by OSS on social issues.



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## 5.2.6 COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS

### 5.2.6.1 YOUTH DEVELOPMENT

The municipality has a number of interventions aimed at the youth namely, sports, arts and recreation, bursaries, and entrepreneurship. Each ward has a budget set for the youth.

### 5.2.6.2 PEOPLE WITH DISABILITIES

The municipality does not have any projects aimed at this group in this financial year.

### 5.2.6.3 ELDERLY

The municipality has more female elderly than men. The interventions aimed at this group are not enough judging by the number of elderly in the Msinga population. In the future, the municipality will need to plan a more holistic approach ideally in conjunction with the Departments of Social welfare. The municipality has Golden games scheduled for the elderly as a form of entertainment and a social cohesion strategy. They will be transported, and receive T-shirt's as part of the programme. To this end a total of R50 000 is budgeted.

### 5.2.6.4 DEVELOPMENT OF WOMEN

The municipality's population is made of about 60% women thus the municipality over the years has zoomed in on women issues. The project called zibambele seeks to employ ten widows or indigent women to do basic maintenance of the local access roads. At present, there is 400 women employed, the number is growing because each time a new access road is completed, it is automatically maintained by women. Each road has ten women employed. Also celebrations and gatherings aimed at improving participation of women in governance is held such as the celebration of the women 's day as depicted in the implementation plan.

### 5.2.6.5. PEOPLE AFFECTED BY HIV/AIDS

The municipality is at the forefront in fighting the pandemic, thus an HIV council has been formed. The meetings sit four times a year to discuss a holistic approach. The municipality also celebrates World Aids day where HIV infected orphans are transported to the event.

### 5.2.6.6 EALY CHILDHOOD DEVELOPMENT

The municipality has high number of children under the age of five, however due to financial implications only two programmes aimed at developing young children's morality through culture will be implemented in 2013/14. Young girls are encouraged to participate in the Reed dance scheduled for the month of August and September 2013( as tabled in the implementation plan)

## 5.2.7 SOCIAL DEVELOPMENT SWOT ANALYSIS



## 6. MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### 6.1 Financial viability & Management Analysis

The management of municipal finances involve both strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tolls to implement its strategic plan. It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a municipality.

#### 6.1.1 Capacity of the municipality to execute Capital projects

The capacity of municipality to execute capital projects can be measured by its experience in handling capital projects in the past. The municipality relies on grants and subsidies to execute capital projects. The municipality has always handled its MIG allocation in a commendable manner. In 2012/2013 financial year an MIG allocation of R 26,665,000.00 was received and is utilised to construct 5 new roads, complete Shiyane sport field and construct phase 1 of Pomeroy sport center. All projects are registered with MIS system. Claims and proofs of payments are submitted timeously, the system is also updated accordingly as required. All capital projects for 2012/13 are in progress and will be complete by end of financial year.

#### 2013/14 CAPITAL BUDGET

The municipality's capacity to execute capital projects is also evident in the policies and resources the municipality has at its disposal.

The Msinga Municipality has adopted the following financial policies:

- Budget Policy
- Expenditure Policy
- Collection and control of revenue Policy
- Procurement/Supply Chain Management Policy
- Payment Policy
- Asset control Policy
- Insurance Policy
- Investment Policy
- Custody of document Policy
- Salaries administrative policy
- Financial reporting Policy
- Indigent Policy
- Credit control and debt collection Policy

#### 6.1.2 Indigent Support including Free basic services

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The municipality has a high unemployment rate and most people live below the poverty index thus are deemed indigent. The municipality does not however have an indigent register as yet, rather an indigent policy only. The municipality received Free basic service grant of R4000 000 for 2013/14 and free basic electricity of R2500 000 which is utilised towards the provision of free basic services and subsidizes solar energy indigent users. This amount is also used to subsidise solar energy users. The municipality has a partnership with a contractor who installs and manages solar.

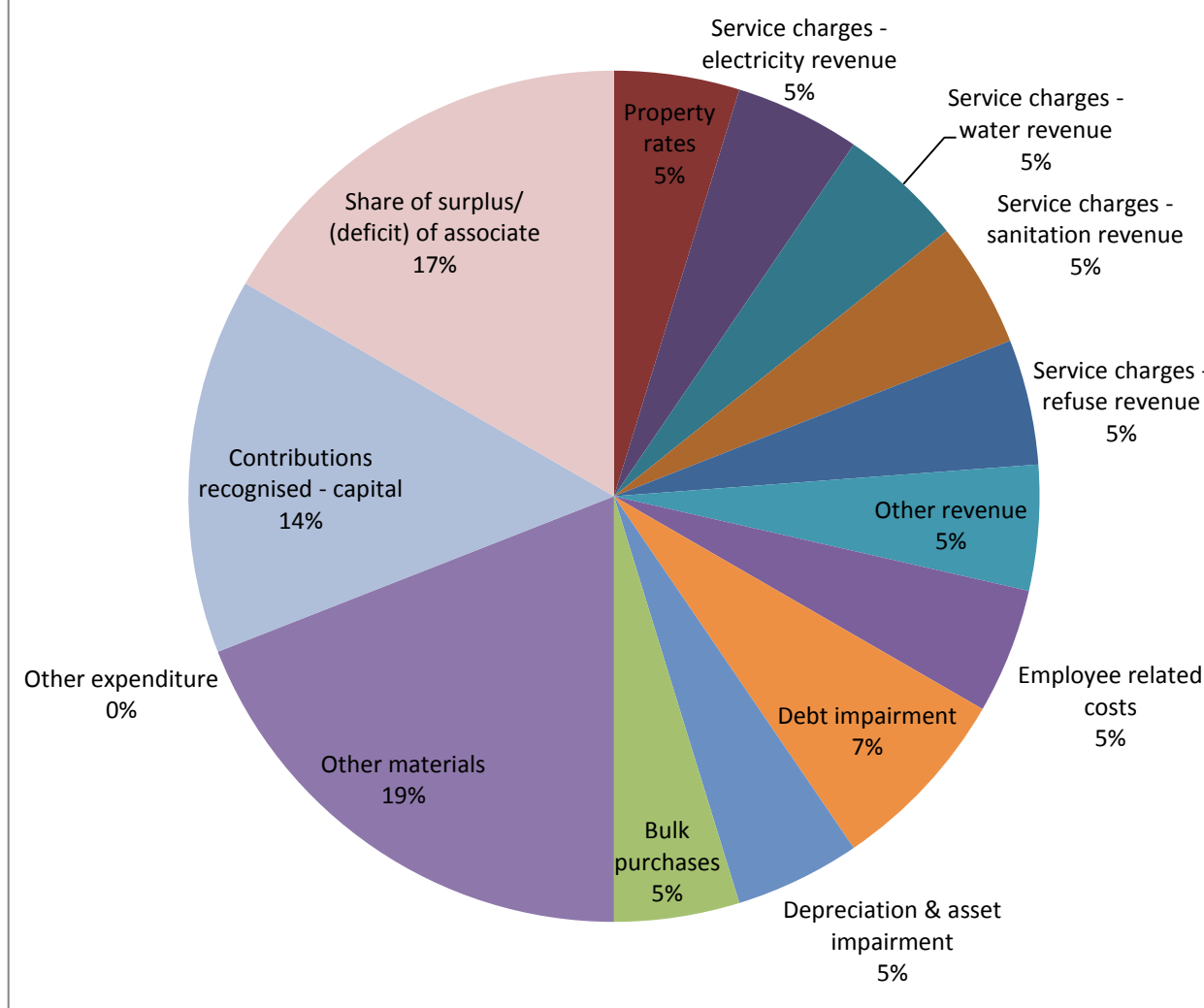
#### 6.1.3 Revenue enhancement and protection strategies

Revenue is a vital element in maintaining a sustainable organization. The municipality is predominantly rural with high levels of unemployment and poverty. This makes it very difficult for the municipality to be able to generate its own revenue from rendering municipal services.

Most of the land within Msinga belongs to Ingonyama Trust. As per the Cooperative Governance Traditional Affairs circular all municipalities (including low capacity municipalities) were to implement the Property Rates Act. In line with this, Msinga Municipality has implemented the Property Rates Act from 2008/2009 financial year. The valuation roll has been compiled by the registered valuer. There has been challenges in terms of the implementation of Property Rates Act due to the fact that the municipality is predominantly rural which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. High levels of poverty and unemployment is also a challenge. The municipal rate payers are made of Government departments, private businesses and households. The municipality appointed property evaluator on completion the property rates will then be levied.

The budgeted property rates revenue for 2013/2014. As depicted in the diagram below, Property rates revenue makes up 5% of the budgeted revenue for 2013/2014 which makes the municipality highly dependent on grant transfers.

## revenue by expenditure

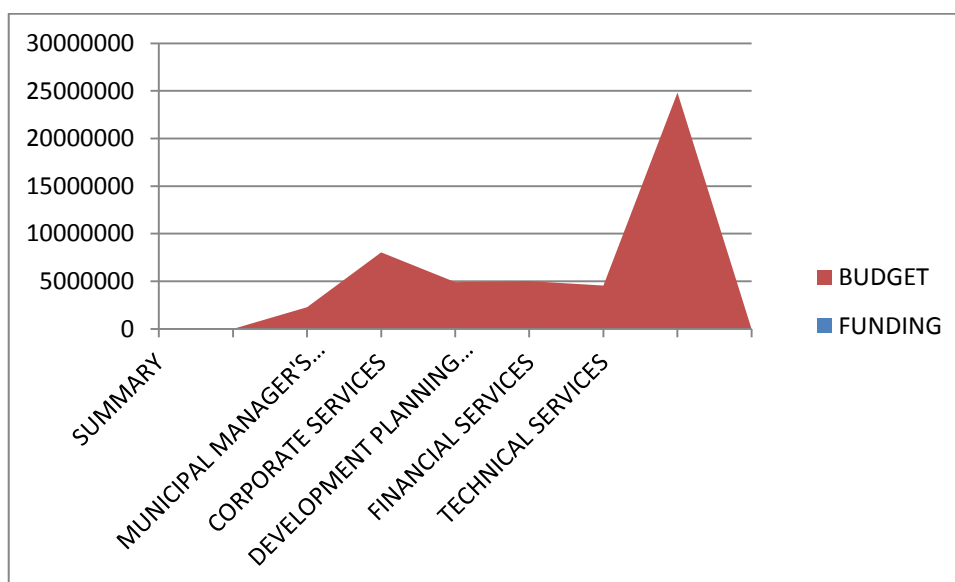


### 6.1.4 Municipal consumer Debt Position

The municipality is only collecting rates at Pomeroy at this point. Once all properties have been valued the municipality will start collecting rates for the whole municipal area. Currently it has no debtors.

### 6.1.5 Grants and subsidies

Presented below is a list of all the grants and subsidies the municipality receives.



#### Municipal budget spread in departments 2013/14

##### 6.1.9 Employee related cost (including Councillor Allowances)

An allocation of R25 443 948 has been made to cover employee and councillor salaries and allowances. **An 8% increase has been budgeted for salaries.** As in the diagram above the department that gets the biggest pie is the technical department as most grants are utilised for infrastructural projects.

##### 6.1.10 Supply Chain Management (SCM)

The Municipality has a Supply Chain Management Personnel which falls within the Finance Department. The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in a manner which is transparent, competitive, equitable, cost effective and fair. The unit responds to the authorized purchase requisitions for other departments within the municipality using the electronic accounting system called Pastel Evolution. The speedy response to the authorized purchase requisitions where possible is always ensured.

The municipality is striving to empower local businesses and cooperatives to improve Msinga Local Economic Development. The suppliers are rotated in terms of the National Treasury regulations to ensure that service providers are afforded a chance. There are challenges experienced because of the nature of the municipality being deep rural, most local businesses are not well established and therefore cannot supply or provide certain goods or services. Where normal SCM procurement processes have not been followed the Accounting officer reports such deviations to the AG, and the Provincial Treasury as specified by MFMA.

## 7.GOOD GOVERNANCE & PUBLIC PARTICIPATION

### 7.1 Good governance

#### 7.1.1 National and Provincial Programmes Rolled out at municipal level

##### 7.1.1.1 OPERATION SUKUMA SAKHE

The Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty) is an integrated approach by the KZN provincial government to effectively deliver services to the people by enforcing a strong coordination of projects and programmes by all government departments and public entities. The critical programmes undertaken collectively continue to be food security, youth, women development, creating healthy and sustainable communities. This programme was started by undertaking a household profiling geared to determine the extent of the needs of each household in Msinga. Based on the needs assessment a comprehensive package is then customized for each household. OSS was piloted at Msinga in 2008. When introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the proposed structure was in place.

The focus areas of the said programme are :

- HIV/Aids,TB,
- Disadvantaged groups: women ,children, disable,aged
- Poverty alleviation
- Drugs and other substance abuse and other social ills
- Food security
- Illiteracy and educational programmes
- Registration of critical documents( births,IDs etc)
- Economic development
- Youth development

The programme is implemented in all wards differentiated in terms of their needs. The most deprived wards are 12, 13 and 11. 19 war rooms are established, of those only 10 are functional, 6 are operational and 2 are poorly functional. War room meetings are held twice a month. The programme is not a duplication of ward committees however it is a holistic structure that includes all social, non-governmental and governmental sectors in Msinga. Amongst the challenges currently faced by OSS is the lack of administrative centres in five wards( ward 09,10,14,16,18&19), where they do not have a secured structure. The municipality is currently addressing this.

##### 7.1.2 IGR

The municipality has no IGR Policy in place. However, it is involved in IGR structures that are existing e.g. District Coordinating Committees, CFOs Forums (provincial and District level)

##### 7.1.3 Municipal structures

Council Committee are comprised of the following:

- SCOPA
- Finance and Administration Committee
- Housing forum

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The above committees conduct monthly meetings

- Planning Portfolio Committee
- Technical Committee

The above committees meet monthly. All of the portfolio committees are chaired by members of the Executive Committee

#### 7.1.3.1 IDP Representative Forum (RF)

The IDP RF remains the primary public participation structure for the municipality. The IDP RF is utilised to report back on project progress to the community. The municipality utilises the IDP Forum, to request expert knowledge from sector departments towards efficient basic service delivery. The RF presents a platform where all sectors present their Medium Term Expenditure Framework (MTEF) for the municipal area to be integrated into the IDP. In so doing, proper consultation, co-ordination and alignment of the review process of the Municipality's IDP is maintained with the community.

**Ward Committees** The Municipality has fully functional ward committees in all 19 wards. The municipality makes use of its ward committee structures to disseminate information and report back to the community as well as identify ward-specific needs.

#### 7.1.3.2 Ward Committee

Ward committees has been established in each of the wards and it is through this mechanism that the needs of the community are prioritized and conveyed to the Municipality in writing. Ward committees meet monthly to discuss developmental issues and projects. Minutes of these meetings are forwarded to the Municipality every month. A Needs Database has been established and all needs are captured on this Database.

In addition to the above the Development Planning Subcommittee resolved that officials from the Municipality would meet with each of the ward committees in order to establish the needs of the respective wards. It is at these meetings that the legislative requirements for the IDP formulation as well as community participation are explained to the committees, as well as the importance of the ward committees themselves participating in the process of establishing the new IDP. The Ward committees have been given a template setting out various project categories such as infrastructure, sports and recreation and LED and given an opportunity to prioritise projects in their respective wards.

#### 7.1.3.3 Audit committee

**Internal and External Audit Committee:** An internal auditor has been appointed since 30 July 2008 and a new Audit Committee has been recently established following the unsuccessful Shared service audit committee that was shared with the uMzinyathi DM. The municipality outsourced the services of an internal auditor by the name of Steyn's Chattered Accountants Inc. The municipality has reviewed the internal audit chatter to include the scope of the work and accountability in line with circular 65 and to comply with IAA standards. In an attempt to iron out all concerns raised by Auditor General for the year under review the municipality has requested KZN Treasury, Auditor General and COGTA financial management unit to take part in Audit Committee meetings to ensure the municipal performance is audited in line with all the required pieces of legislation.

#### 7.2 public Participation analysis

The municipality has managed to establish fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo are proving to be effective, etc. The Office of the Speaker co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the municipality as well as ensuring proper reporting. All public participation emanates from the municipality's Communication Strategy is in place.

In addition to the attached strategy the Mayor along with other sector departments holds an Imbizo in every ward where developmental matters are negotiated at large. The Izimbizos assist in making the information regarding the municipality and development easily available especially since the majority of adult are illiterate.

The mayors' visit to the wards is evidence that the municipality subscribes to the mechanisms stipulated in the MSA chapter 4. In the izimbizo, the community is educated on developmental issues including environmental management issues, the budget of the financial year, the planned projects and if there are any deviations from the plans, it is communicated.

#### Mayoral programme of action 2012/2013 financial year.

##### SECOND PHASE: FROM JANUARY TO JUNE 2013.

DATE	WARD	VENUE	ACTIVITY/FUNCTION TO BE RENDERED
2013/01/17	01	Mbubeni	Official hand over of Mbubeni access road , Mumbé crèche and fencing material for eMbubeni area
2013/01/24	02	Mqamu school	Official handover of 2- four roomed houses.
2013/01/31	04	Mpophoma creche	Official handover of four roomed house and of Mpophoma creche
2013/02/07	11	Mawozini crèche	Official handover of Mawozini and Nyonini crèche
2013/02/14	07	Swelamanzi area	Official handover of 2- four roomed houses
2013/02/21	08	Ntanyana crèche	Official handover of Dumakude four roomed house and Nkobongweni creche
2013/02/28	09	Somveli school	Official handover of two classrooms for Somveli school.
2013/03/07	06	Landulwazi crèche	Official handover of Landulwazi creche
2013/03/14	03	Mkhamo crèche	Official handover of Mkhamo crèche and 1 classroom for Esikhaleni school
2013/03/28	05	Nogawu crèche	Official handover of Nogawu creche
2013/04/04	10	Kopi Hall	Official handover of Kopi community Hall
2013/04/09	03	Dlenyane school	Official handover of Shabile access road and Shabile creche
2013/04/11	12	Sphindeleni crèche	Official handover of Khohlwa Creche and Siphindeleni creche
2013/04/16	05	Mbubu school	Turning of the sod Mbubu access road and hand over of water pump and fencing.

2013/04/18	13	Mfenebude school	Official handover of a four roomed house and two classrooms for Nkayishane school
2013/04/25	15	Bhazamani school	Official handover of Bhazamani school
2013/05/09	16	Phohlozana crèche	Official handover of Phohlozana creche
2013/05/16	17	Kukhanyakwezwe School	Official handover of Landelani crèche and fencing material
2013/05/21	18	Mthaleni crèche	Official handover of Mcogisa and Mthaleni crèche.
2013/05/23	14	Ntshishili school	Official handover of 4- two roomed houses & Mahashini Access Road.
2013/05/30	19	Ngcongane school	Official handover of four roomed house and Egejeni creche.

Table 28 Mayoral programme of action

### 7.3 Good Governance & Public Participation SWOT analysis

#### STRENGTHS

- IGR Structures are fully functional i.e Speakers forum, MM's Forum, Mayors Forum etc.
- Functional Committees
- Functional Operation Sukuma Sakhe (War rooms)
- communication strategy
- Good Governance in place

#### WEAKNESSES

- Lack of attendance / co-operation from sector departments and other stakeholders
- Limited funds and resources for strategy implementation
- Lack of buy in from management and political leadership on the implementation of some of the programmes and projects
- communication strategy is not implemented internally.
- Lack of working space is restricting administration.
- Manual recording is very limiting on operational issues.

#### THREATS

- Budget constraints and its potential to hinder service delivery
- Illiteracy rate
- Geographical location of the district
- internally communication is not strengthened that leads to departments operating in silos

#### OPPORTUNITIES

- Enhancement of the IGR Structures
- Shared Services not utilised to its full potential e.g. DPSS
- Fully functional community section needs buy-in.



## 8. COMBINED SWOT ANALYSIS

Based on the above assessment, the following *Strengths, Weaknesses, Opportunities and Threats* were identified and have been confirmed with the IDP RF members through the IDP process.

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>○ Strong political leadership</li> <li>○ Well-functioning ward committees</li> <li>○ Good relationship with the community</li> <li>○ All critical posts are filled with no vacancies</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>○ No capacity in terms of funding</li> <li>○ Limited opportunities to generate income from rates</li> <li>○ 98% of the population is indigent</li> <li>○ Insufficient land with access irrigation schemes</li> <li>○ High illiteracy levels</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>○ 22% high potential agricultural land for ploughing</li> <li>○ High agricultural land</li> <li>○ Two main rivers(Tugela and Mpofana) on arable land</li> <li>○ Rich cultural heritage(including crafts)</li> <li>○ Stone crushing</li> <li>○ Agri-processing of locally grown vegetables</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>○ Lack of further educational institutions</li> <li>○ Natural disasters</li> <li>○ High prevalence of HIV/Aids</li> <li>○ Violence/civil war</li> <li>○ Unskilled labour</li> <li>○ Alien plants</li> <li>○ Illiteracy</li> <li>○ Lack of infrastructure</li> </ul>

Table 29 SWOT ANALYSIS

## 9. THE KEY CHALLENGES

### Internal Challenges

- **Financial constraints:** the municipality is predominantly rural with high level of unemployment and poverty, and as a result it makes it difficult to generate its revenue. It depends on government grants as it does not have any revenue base. A huge chunk (estimated 60%) of the municipal budget is geared towards addressing infrastructural backlogs and leaving other areas to a share about 40% of the budget.
- **Technological infrastructure:** information management system poses a challenge as it unexpectedly shuts down at times. This leads to low productivity levels of employees, as some of the critical tools that employees use do not function satisfactorily e.g. computers. This particular challenge could be rated as the key one.
- **Land ownership:** The municipality has no land, about 60% of the land is under Ingonyama trust and the rest is privately owned. Pomeroy is being transferred to the Municipality however transferring has taken longer to complete. The municipality has no authority to use the land and as a result is unable to develop it.
- **Lack of cooperation:** the municipal employees operate in unsystematically, there is not enough alignment happening between departments. All departments plan and function in silos. Information sharing needs to be improved.
- **Staff Management is proving hard to orchestrate as there is no electronic system that monitors staff clocking in and out as well as the hours spent at work**
- **Manual recording:** the municipality's records are all manual, this is restricted in a world that relies on technology. There is a need to move from manual to a full electronic system from HR forms to records.

### External Challenges

- **High rate of unemployment:** this challenge is aggravated by the high illiteracy level. This is a challenge to the municipality as it has a negative impact on most families. This constrains the municipality to direct some of the resources to wards supplementing its communities with food parcels, burial support, indigent services e.g. solar panels etc.
- **Lack of private sector investments:** Private sector investments initiatives do not exist currently, but has been identified as one area that needs more attention, in order to economically develop Msinga. Strategic programmes aimed at unlocking economic potential of Msinga have been recently identified in the Draft LED strategy and the municipality is already lobbying for funding of identified economic potential projects.
- **Lack of infrastructure:** lack of access to properly maintained roads, water, and electricity are some of the critical services required by all wards. These projects are at the top of every wards needs. Delivery seems to be slow because the backlog was huge to begin with.
- **Social issues (teenage pregnancy, HIV/AIDS, crime and substance abuse):** Msinga municipality is no exception, it is affected by the HIV/AIDS epidemic. Even though awareness and education and poverty alleviation programmes are in place, the rate at which HIV/AIDS incidents are decreased is low.
- **Natural Disasters:** there has been lives and properties lost due to flooding, lightning and fire. Strategic intervention to prevent natural disaster is required.

## SECTION D: VISION, GOALS ,OBJECTIVES & STRATEGIES

### 4.LONG TERM VISION

The Vision for Msinga is intended to provide a clear statement of the preferred future. This statement is informed by the historical understanding and knowledge of the area. The main characteristics of Msinga have had a profound influence on the development of the Vision including the following:

- The low *Human Development Index* (HDI);
- The physical and technical underdevelopment of the area; and
- The very high levels of poverty

In addition to the above, the following components have been identified as being key to the development of the communities of Msinga, namely:

#### **KEY DEVELOPMENTAL PRIORITIES:**

- Poverty alleviation and the provision of employment opportunities
- Empowerment
- Economic Development
- The satisfaction of basic needs and the provision of services
- Education and Training
- Sustainable Municipality
- Good governance and public participation
- Safe and sustainable environment
- Youth development
- Safe adequate housing
- HIV/Aids effects

Using these components as the building blocks, along with the characteristics of the Msinga municipal area, the following Vision was developed in 2012 and the present council has confirmed not deviated from this:

#### **VISION**

***Msinga Municipality will strive to achieve corruption-free environment, eradicate poverty, and enhance integrated and sustainable development***

**MISSION:**

Msinga will through local integrated developmental support will eradicate poverty by applying Batho Pele principles.

**4.1 GOAL, OBJECTIVES AND STRATEGIES**
**4.1 OBJECTIVES AND STRATEGIES**

The National Government has developed a 5 Year Local Government Strategic Agenda and this document identifies 6 Key Performance Areas which municipalities are required to address as depicted below. Here they are presented in line with the PGDS goals:

TABLE 30 : Priority Issues

PGDS GOALS	KEY PERFORMANCE AREA	PRIORITY ISSUE
<b>Strategic infrastructure</b>	<b>Infrastructure and services</b>	Satisfaction of basic needs through provision of services : <ul style="list-style-type: none"> <li>✓ Water</li> <li>✓ Sanitation</li> <li>✓ Roads</li> <li>✓ Housing</li> <li>✓ Electricity</li> <li>✓ Solid Waste</li> </ul>
<b>Job creation</b>	<b>Local Economic &amp; Social Development</b>	Local economic development through: <ul style="list-style-type: none"> <li>✓ Commercially orientated agriculture</li> <li>✓ One house one garden</li> <li>✓ Tourism projects</li> <li>✓ Stone crushing</li> <li>✓ Agri-processing</li> <li>✓ Poverty alleviation</li> <li>✓ Education and training</li> <li>✓ LED Strategy adoption</li> <li>✓ HIV/AIDS</li> <li>✓ Youth development</li> </ul>
<b>Human resource development</b>	<b>Municipal transformation</b>	<ul style="list-style-type: none"> <li>✓ Improve staff skills through WSP</li> <li>✓ Improve municipal PMS</li> <li>✓ Effective management of facilities</li> <li>✓ Improve municipal performance reporting</li> </ul>
	<b>Municipal financial viability</b>	<ul style="list-style-type: none"> <li>✓ Generate income for the municipality</li> <li>✓ Promote sound financial practices</li> </ul>
<b>Governance and policy</b>	<b>Good governance</b>	<ul style="list-style-type: none"> <li>✓ Improve communication with the community</li> <li>✓ Participation of all citizens</li> <li>✓ Empowerment</li> </ul>

<b>Spatial equity</b>	<b>Spatial Development</b>	✓ Safe and sustainable environment ✓ Attract investment to Nodal areas ✓ Ensure proper spatial planning ✓ Adopt a reviewed SDF
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1. Basic Service Delivery
2. Local Economic & Social Development
3. Governance and Public Participation
4. Municipal Transformation and Organisational Development
5. Municipal Financial Viability and Management
6. Spatial and environmental management

#### 4.2 THE MSINGA STRATEGIC FRAMEWORK

Below is a table of goals, objectives, strategies and key Performance indicators that reflects how the municipality is strategically planning on attaining the desired future its 'vision'.

TABLE31: Basic Service Delivery

PGDS GOAL	OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
	A: KEY PERFORMANCE AREA : BASIC SERVICES DELIVERY ROAD			
	To provide a better Local access Road network	Projects: Roads	To increase the number of Roads built and maintained per year	<b>Input:</b> human, finance and time
1.strategic infrastructure		Kwa-Sishi, Gidamasoka, Mumbe, Pomeroy access road upgrade phase 1,Nsimbini and Ncence access roads		Process: number of days taken toward tender from the date of advertisement
				<b>Output:</b> the number and kilometres of new access roads built
				<b>Outcome:</b> percentage increase in the number of access roads built
2. strategic infrastructure	To reduce sporting facilities backlog within the municipal area.	Projects: construction of Sports fields	Ensure easy access to sports facilities	<b>Input:</b> human, finance, time
		Upgrade of Pomeroy Sport field to Regional Sport facility (MIG)		<b>Process:</b> advertise tender, award, monitor progress
		Integrated Waste Management Plan		<b>Output:</b> number of people employed in the project, number of facilities

PGDS GOAL	OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
3.strategic infrastructure	Proper management of waste	To develop a IWMP		<b>Input</b> : finance
				<b>Process</b> : advertise the tender
				<b>Output</b> : a Comprehensive Infrastructure IWMP
				<b>Outcome</b> : better managed infrastructure
	ELECTRICITY			
4. Strategic infrastructure	To accelerate electrification of Msinga	Projects : household connections	To provide an acceptable standard of electricity	<b>Input</b> : Human ,finance and time
		EZINGULUBENI phase 1: 300 connections, 4 million		<b>Process</b> : number of site meetings held with the contractor The number of progress reports received
		SJOZINI phase 1: 300 connections, 4 million		<b>Output</b> : number of houses provided with access to electricity
				<b>Outcome</b> : increase in the number of households with access to electricity.
	SOLID WASTE			
5. response to climate change	Make a living out of waste	Recycling facility	To properly process waste in an environmentally safe	<b>Input</b> : contractors ,finance and time

PGDS GOAL	OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
			and sustainable way.	Process: build a facility
				Output: amount of of waste processed
				Outcome: environmentally safe and clean towns
	HOUSING DELIVERY			
6.strategic infrastructure	To provide safe and sustainable living environment	Housing projects Pomeroy housing 500 units	To accelerate development of rural housing.	Input: human, financial and time
		Mthembu housing 1260 units  kwaLatha housing 500 units		Process: to implement the Housing Plan: <ul style="list-style-type: none"><li>In-situ upgrades</li><li>Greenfield projects</li></ul>
		Ezibomvini 500 units  KwaDolo 500 units  Emvundlweni 500 units	To facilitate capacity building through the establishment of a housing component.  Free basic houses( internal project)	Process: To work hand in department of Human Settlement in order to fast track the projects hand with the
				Output: number of housing projects initiated
				Output: the number of business plans submitted to source funding.
				Outcome: a dedicated qualified Housing official
				Outcome: an increased number of better houses received by the community.



PGDS GOAL	OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
	YOUTH EMPOWERMENT			
7.job creation	To empower the youth of Msinga Municipal area through education to increase chances of finding employment. To unlock the youth’s economic potential	Bursaries bursary scheme	administer the bursary scheme to at least two students per ward identified from the profiled most deprived households	<b>Input:</b> human, financial and time
				<b>Process:</b> identify qualifying students from deprived households
				<b>Output:</b> increased number of beneficiaries
				<b>Outcome:</b> increased number of tertiary graduates& Increased number of youth with skills
8.Gover4nance and policy	To encourage the participation of youth in sports and recreation	Sports	Indigenous games, sports streams  Mayoral cup	<b>Process:</b> encourage participation
OSS alignment				<b>Output:</b> planned games for the entire season
				<b>Outcome:</b> an effective sports structure
				<b>Outcome:</b> increase number of youth with tertiary education
	POVERTY ALLEVIATION& INDINGENT			
9.Strategic infrastructure	To support the needy families	Pauper burials, Food parcels	To ensure that the community receive the dignity through	<b>Input:</b> human, financial and time

PGDS GOAL	OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR
			the municipality	<b>Output:</b> the number of coffins/ groceries given to financially deserving
				<b>Outcome:</b> efficient provision of burial assistance
10.spatial equity	To prevent accidents and protect the animals that are roaming on the roads	Pound		<b>Input:</b> finance,HR
				<b>Process:</b> develop the objectives of the council
				<b>Output:</b> commence the use of Pound
				<b>Outcome:</b> reduced stray animals roaming on the road

GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
	<b>KEY PERFORMANCE AREA: LED &amp; SOCIAL DEVELOPMENT</b>		
11.job creation	to reduce poverty through local economic development	To implement the LED Strategy	<b>Input:</b> finance, human, time
			<b>Output:</b> number of progress reports submitted
			<b>Process:</b> present LED strategy to council
			<b>Outcome:</b> a completed LED strategy
12.		To increase agricultural production through encouraging the community	<b>Input:</b> finance, time , human
			<b>Process:</b> provide fencing, and ploughing assistance
			<b>Outcome :</b> an increase in commercial farming produce
			<b>Outcome:</b> percentage increase in the production of crops
		residing in high agricultural areas to farm  for commercial purposes and community gardens.	
21. Job creation	Develop an agri-processing		<b>Input:</b> finance
			<b>Process:</b> number of steering meetings
			<b>Output:</b> a agri processing plant
			<b>Outcome:</b> an amount of produce per year
22.	To nature the unique talent of MSINGA	Human rights day, day of reconciliation ,heritage ,freedom, workers& youth day	Input: finance & HR Process: organize & advertise Output: organize prizes Outcome: proud & empowered people

TABLE 34: LOCAL ECONOMIC DEVELOPMENT (LED)

GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
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	KEY PERFORMANCE AREA: LED & SOCIAL DEVELOPMENT		
23.job creation	to reduce encourage self pride and curb teenage pregnancy	To educate young women on HIV, advocate for equality in women in a cultural celebration	<b>Input:</b> finance, human, time
Aligned to OSS themes: Moral regeneration& women			<b>Output:</b> organize activities& Organize refreshments Process: arrange multi disciplinary talks Outcome: decrease in HIV amongst young women  Chanel Youth Ambassadors to organize.
		To align activities with Operation Sukuma Sakhe women theme	

TABLE 35: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

GOALS	OBJECTIVE	STRATEGY	KEY INDICATOR	PERFORMANCE
	KEY PERFORMANCE AREA: GOVERNANCE AND PUBLIC PARTICIPATION COMMUNITY PARTICIPATION			
13.Good governance	To ensure public participation in local governance	Ensure the effective functioning of council structures. Ward Committees/ Councillors.  04 full council meetings  12 EXCO meetings  12 ward committee meetings per ward  MANCO	<b>Input:</b> human, financial and time	
			<b>Process:</b> number of full council& Exco meetings held.	
			<b>Output:</b> Number of ward committee meetings held& minutes submitted.	
			<b>Outcome:</b> all Ward request be reflected in the IDP.	

	SPATIAL DEVELOPMENT		
14. spatial equity ,and Good governance	To speed up development applications in terms of KZN PDA	To ensure development applications are assessed efficiently and timeously.	<b>Input:</b> human, financial and time
		Advertise delegations	<b>Process:</b> advertise delegations & fee structure.
		Adopt fee structure	<b>Output:</b> the number of development applications processed
			<b>Outcome:</b> An accelerated pace at which development applications are processed.
	DISASTER MANAGEMENT		
15.Response to climate change	To create a disaster free environment	To prevent the effects of natural disasters	<b>Input:</b> human, financial and time
		Management of disasters	<b>Process:</b> to get the Disaster Management Plan reviewed.
		Awareness programmes	<b>Process:</b> To allocate more funding for disaster relief
		Map disaster prone areas Adopt Disaster management Plan	<b>Output:</b> A map of disaster prone areas. <b>Outcome:</b> A decrease in the number of houses, animals and human lives lost through natural disaster

TABLE 36: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

GOALS	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
D: KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT STAFF SKILLS			
	To develop staff skills in the workplace in line with	To implement the Work Place skills plan	<b>Input:</b> finance, time and human
16.Human resource development			<b>Process:</b> update the skills audit , undertake the review of WSP and appoint the Skills Development Facilitator advertising vacant posts, adopt the new organogram
			<b>Output :</b> Number of staff attending training programmes

	IDP functions.		<b>Outcome:</b> percentage of rebate received from SETA
	MUNICIPAL ASSETS		
17.job creation	Effective maintenance of community facilities library  Thusong centres  Kopi Curio Shop& Community Halls.		<b>Input:</b> human ,finance and time
			<b>Process:</b> progress reports on maaintainanncce
			<b>Output :</b> well-maintained community facilities
			<b>Outcome:</b> effective functioning of community facilities
	MUNICIPAL PERFORMANCE		
	To improve the performance of the municipality in order to ensure sustainability	To ensure effective functioning of a performance management system  Performance audit internally& externally  Quarterly reporting	<b>Input:</b> finance, human and time
18.Human resource development			<b>Process:</b> performance reports submitted timeously.
			<b>Process:</b> internal performance auditing in terms of S45 of MSA
			<b>Output:</b> a fully-fledged Performance Management System
			<b>Outcome:</b> unqualified report from the AG

TABLE 37: MUNICIPAL FINANCIAL VIABILITY

	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
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GOALS	KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT REVENUE RAISING		
19.financial	to increase revenue in the municipality	Ensure the implementation of the property Rates Act  Property rates collection	Input: finance, time ,human
			Process: appointment of service provider to value properties
MTAS priority no 7			Output : number of properties valued
			Outcome: percentage of increase in the revenue rates in the municipality.
	FINANCIAL VIABILITY		
19.revenue	To improve financial viability in the municipality	To promote sound financial practices in the municipality through sound policies.	Input :finance, human and time
MTAS priority no 7			Process: financial reporting in terms of Treasury requirements
			Output: annual budget annual financial statements Three year budget
			Outcome: An unqualified Auditor-General report

TABLE 38: SPATIAL DEVELOPMENT

GOAL	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
KEY PERFORMANCE AREA: SPATIAL DEVELOPMENT& ENVIRONMENT			
20.Spatial equity	To accelerate the town establishment and ensure spatial representation of the IDP.	To ensure proper spatial planning and environmental planning	<b>Input:</b> human, financial and time
			<b>Process:</b> progress reports, steering committee meetings
			<b>Process:</b> commence township establishment engagements, submit to Amakhosi,& council for adoption and implementation
		To attract investors to the main economic hub, Tugela Ferry	<b>Output:</b> a reviewed SDF& present plans
			<b>Output:</b> Tugela Ferry be proclaimed a town
			<b>Outcome:</b> effective spatial representation of the IDP
			<b>Outcome:</b> implementation SDF
		Adopt Reviewed	

		SDF& Precint plans	
		Engage the community at war room ward level	
<b>GOAL</b>	<b>KEY PERFORMANCE AREA: LED &amp; SOCIAL DEVELOPMENT</b>		
24 Job creation	To organise a disability forum	To ensure promote the rights of the vulnerable groups( women, children and disable)	<b>Input:</b> human, financial and time
			<b>Process:</b> organize the disability forum
OSS December Theme			<b>Process:</b> access all public facilities for accessibility & upgrade public buildings to cater for people living with disabilities
MTAS no 9.		To promote disable friendly facilities.	<b>Output:</b> disable friendly public buildings
			<b>Output:</b> advocate for traffic signs for busy roads
			<b>Outcome:</b> a municipality that involves all members and promotes equality and restores dignity.
25.job creation	Encourage sports in all wards and present a platform for educating youth		<b>Input: human&amp; finance</b>
OSS June Theme on Youth			<b>Process:</b> Publicise sporting days, Identify &invite all stakeholders
			<b>Outcome: Sports at ward level</b>
26 Job creation	Alert community on HIV, TB and other communicable diseases	World Aids day celebration	<b>Input:</b> finance & HR
OSS alignment: standing theme			<b>Process:</b> identify stakeholders ,publicise the event, invite stakeholders  <b>Output:</b> a holistic initiative <b>Outcome:</b> well informed citizens



## SECTION E

### STRATEGIC MAPPING

#### SPATIAL DEVELOPMENT OBJECTIVES

The Msinga municipal Development Objectives are mainly orientated and aligned to National Key performance areas (KPA's) which are:

- Institutional Development & Transformation
- Basic Service Delivery
- Good Governance & Public Participation
- Local Economic Development
- Financial Viability
- Spatial development

The Msinga Integrated development Plan, 2013/14 review identified the following Spatial Development Objective which is:

#### **To accelerate the town establishment and ensure spatial representation of the IDP**

It further identified a number of strategies to implement this objective. The table below represents the strategies identified, and also proposes a number of additional "sub-objectives" in support of the identified strategies.

Strategies identified in the IDP in support of Spatial Developmental Goal.	Proposed Additional Objectives
<ul style="list-style-type: none"><li>• To ensure proper spatial planning and environmental planning;</li></ul>	<ul style="list-style-type: none"><li>• Establish a hierarchy of nodes.;</li><li>• Formalise emerging urban settlements;</li><li>• Develop Rural Service Centres;</li></ul>
<ul style="list-style-type: none"><li>• To attract investors to the main economic hub, Tugela Ferry;</li></ul>	<ul style="list-style-type: none"><li>• Provision and upgrading of Infrastructure to address backlogs and provide infrastructure required to successfully manage a business;</li></ul>
<ul style="list-style-type: none"><li>• Reviewed SDF;</li></ul>	<ul style="list-style-type: none"><li>• Promote a variety of housing typologies and densities in and around nodes;</li><li>• Support of Land Reform Projects and enable Security of Tenure;</li></ul>
<ul style="list-style-type: none"><li>• LUMS implementation;</li></ul>	<ul style="list-style-type: none"><li>• Develop a uniform Land Use Management mechanism;</li></ul>

The following section deals with the strategies that are to be implemented to facilitate the spatial development of Msinga Local Municipality.

## KEY STRATEGIES

As indicated before, the core spatial challenges of the Spatial Development Framework would be to ensure spatial variety, equity, efficiency and sustainability. However, current practices does not always promote these concepts and it is therefore vital to identify in which manner current trends does/doesn't impact on the achievement of these responsibilities and the eventual realization of the Vision. This analysis will assist in identifying key spatial issues to be addressed as well as identifying potential strategies in this regard.

**Table 1: Spatial Resilience**

SPATIAL RESILIENCE		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> <li>▶ Msinga Community aims to preserve the rural culture and rural nature of the municipality as a key distinguishing factor.</li> <li>▶ The current predominant rural character often perpetuates a monogamous economic land scape.</li> </ul>	<ul style="list-style-type: none"> <li>▶ A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa.</li> <li>▶ The lack of spatial diversity negatively affects living quality, economic opportunity as well as a justification for public investment.</li> </ul>	<ol style="list-style-type: none"> <li>1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning.</li> <li>2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development.</li> </ol>

**Table 2: Spatial Justice**

SPATIAL JUSTICE		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> <li>• ▶ Many communities do not have easy <b>access to service and economic opportunities</b> found in Tugela Ferry and other nodes.</li> <li>•</li> <li>• ▶ Clear and <b>uneven distribution of employment opportunities</b> exist between Tugela Ferry Town and most of the rural areas.</li> <li>•</li> <li>• ▶ Public <b>facilities and services are being scattered</b> across community areas rather that grouped together at access points, although this is emerging in some</li> </ul>	<ul style="list-style-type: none"> <li>▶ It is expensive and time consuming for poor rural families to move to places of employment and social facilities.</li> <li>▶ If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities is decreased.</li> <li>▶ High degrees of segregation between places of work and home and uneven access to social and economic activities within the total Msinga area.</li> </ul>	<ol style="list-style-type: none"> <li>1. Provision, upgrading and maintenance of <b>key distribution routes and link roads to corridors</b>.</li> <li>2. Promotion of economic activities in <b>closer proximity to the rural unemployed</b>.</li> <li>3. <b>Clustering of social and community facilities</b> at more accessible points within rural service nodes.</li> <li>4. Promotion of private sector <b>investment in rural areas within diverse economies</b>.</li> <li>5. <b>Spatial focus of resources</b> to areas of greatest need to redress inequalities in services standards and quality of life.</li> <li>6. Equitable <b>protection and support of rights</b></li> </ol>

<p>areas.</p> <ul style="list-style-type: none"> <li>•</li> <li>• ► While economic integration occur to some extent in the Tugela Ferry Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas)</li> </ul>		<p>to and in land.</p> <p>7. Promote participatory and <b>accountable spatial planning and land use management</b> within all areas of Msinga Municipality.</p>
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**Table 3: Spatial Efficiency**

SPATIAL EFFICIENCY		
ISSUES	EFFECTS	STRATEGIES
<p>► Historic and current rural land use patterns outside of Tugela Ferry Town do not support principle of efficiency.</p> <p>► Economic investment mainly in Tugela Ferry town.</p> <p>► General lack of clear nodal clustering is contributing to inefficient spatial structure.</p> <p>► Lack of structured spatial economic strategy and/or co-ordination to guide private investment.</p>	<p>► The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money.</p> <p>► Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the rural poor.</p> <p>► The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Tugela Ferry and Pomeroy and an evident poverty trap.</p> <p>► The location of housing options mainly in rural areas means long and expensive journeys to work and social facilities.</p> <p>► Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities.</p>	<p>1. Provision, upgrading and maintenance of <b>key distribution routes</b>.</p> <p>2. <b>Stimulation of Tugela Ferry, Pomeroy and other Rural Service nodes</b> to promote sufficient market thresholds.</p> <p>3. <b>Phased Planning around bulk capacities</b> to ensure more cost effective developments.</p> <p>4. Promotion of <b>economic opportunities in close proximity to residential functions</b> (where sustainable).</p> <p>5. <b>Planning alignment</b> with surrounding municipalities and sector strategies.</p>

**Table 4: Spatial Sustainability**

SPATIAL SUSTAINABILITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES

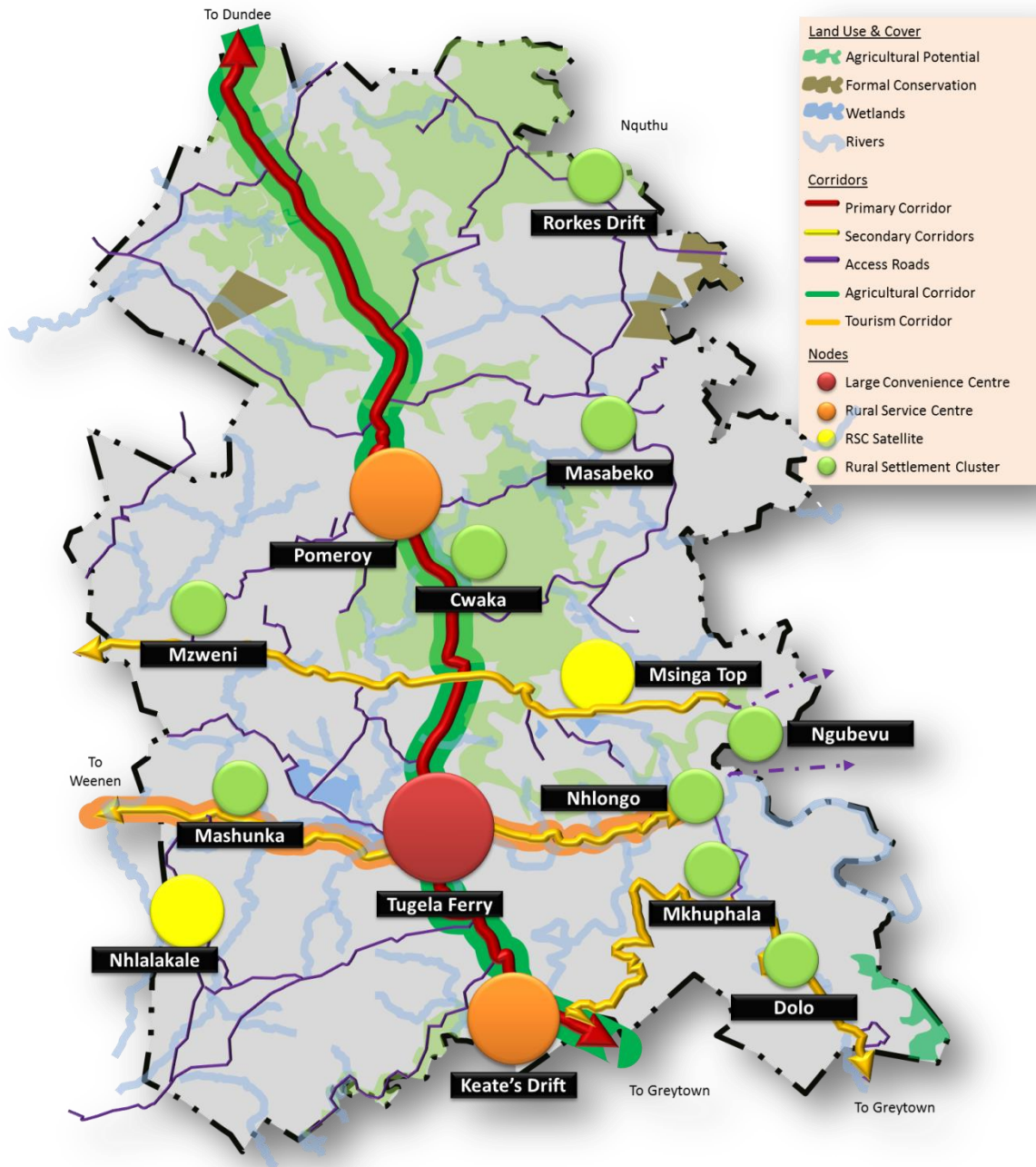
<p>► Insufficient maintenance of existing physical infrastructure.</p> <p>► Conservation worthy and sensitive areas are being lost to other competing land uses in the majority of rural areas.</p> <p>► Daily rural living activities are contributing to localised water pollution.</p> <p>► Current lack of land management in rural settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation actions, e.g. damage to roads and houses after heavy rains.</p>	<p>► The people in outlying rural areas have low per capita income, which often means that full services are unaffordable and this leads to non-payment which is financially unsustainable for the municipality and the rural poor.</p> <p>► Once disrepair reaches a critical point complete reconstruction is required at a greater cost.</p> <p>► Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential, with implications for export competitiveness, and health costs.</p>	<ol style="list-style-type: none"> <li>1. Protection and use of natural hydrological systems.</li> <li>2. Plan service standards in line with <b>economic and environmental affordability</b>.</li> <li>3. <b>Conservation and maintenance</b> of infrastructure and resources are better than replacement.</li> <li>4. <b>Fragmented spatial structure causes rural sprawl</b> and should be countered within parameters of rural culture.</li> <li>5. Improved <b>land management measures</b> to control potential conflicts are required.</li> <li>6. Protect productive land for agricultural purposes.</li> <li>7. Identify and promote alternative infrastructure solutions within landscape of municipality.</li> </ol>
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GOOD ADMINISTRATION		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<p>► Lack of Integrated Development.</p> <p>► Slow Processing of Development Applications</p>	<p>► Scattered delivery of housing results in widespread communities which cannot be serviced cost-effectively.</p> <p>► Slow development processes leads to investors choosing different locations to invest.</p>	<ol style="list-style-type: none"> <li>1. Preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications.</li> <li>2. Ensure transparent processes of citizen participation.</li> <li>3. Allow public to provide inputs on matters affecting them, and</li> <li>4. Policies, legislation and procedures must clearly set out and inform and empower citizens.</li> <li>5. Capacitation and empowerment of Officials Enhance institutional capacity.</li> <li>6. Align efforts with the Provincial Sector Departments.</li> </ol>

## SPATIAL DEVELOPMENT CONCEPT

The Image below depicts the conceptual spatial framework and the relation of the various land uses, nodes, corridors in relation to each other. The specific spatial arrangements within the nodal areas are evaluated and discussed in depth during the sections of the document following:

Figure 27: Conceptual Spatial Development Framework



### 1.4 DEVELOPMENT CORRIDOR

The major structuring element for determining the existing and future concentration of development, activity and investment in the Msinga Municipality consists of an access and movement hierarchy that has been established through the major internal and external provincial linkages.

Major Economic Corridors envisaged are the following:

- R33 (P6-5)

Public interventions envisaged in this area relate to:

- e) Constant Inter Governmental communication and co-ordination relating to the development of the Major Economic Corridors and its impacts on the Msinga Area.
- f) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

This route provides development opportunities that must be explored. Development should be encouraged along this primary route.

#### SECONDARY ECONOMIC LINKAGES:

There is only one Secondary Economic Linkage which links the municipality (Tugela Ferry with) with the uMtshezi Local Municipality. Although the Municipality identified secondary Corridors in the IDP it is proposed that some of these secondary corridors be treated as access routes to the rural settlement clusters, as there are no physical connections to any adjacent economic nodes.

The following roads constitute the secondary corridors.

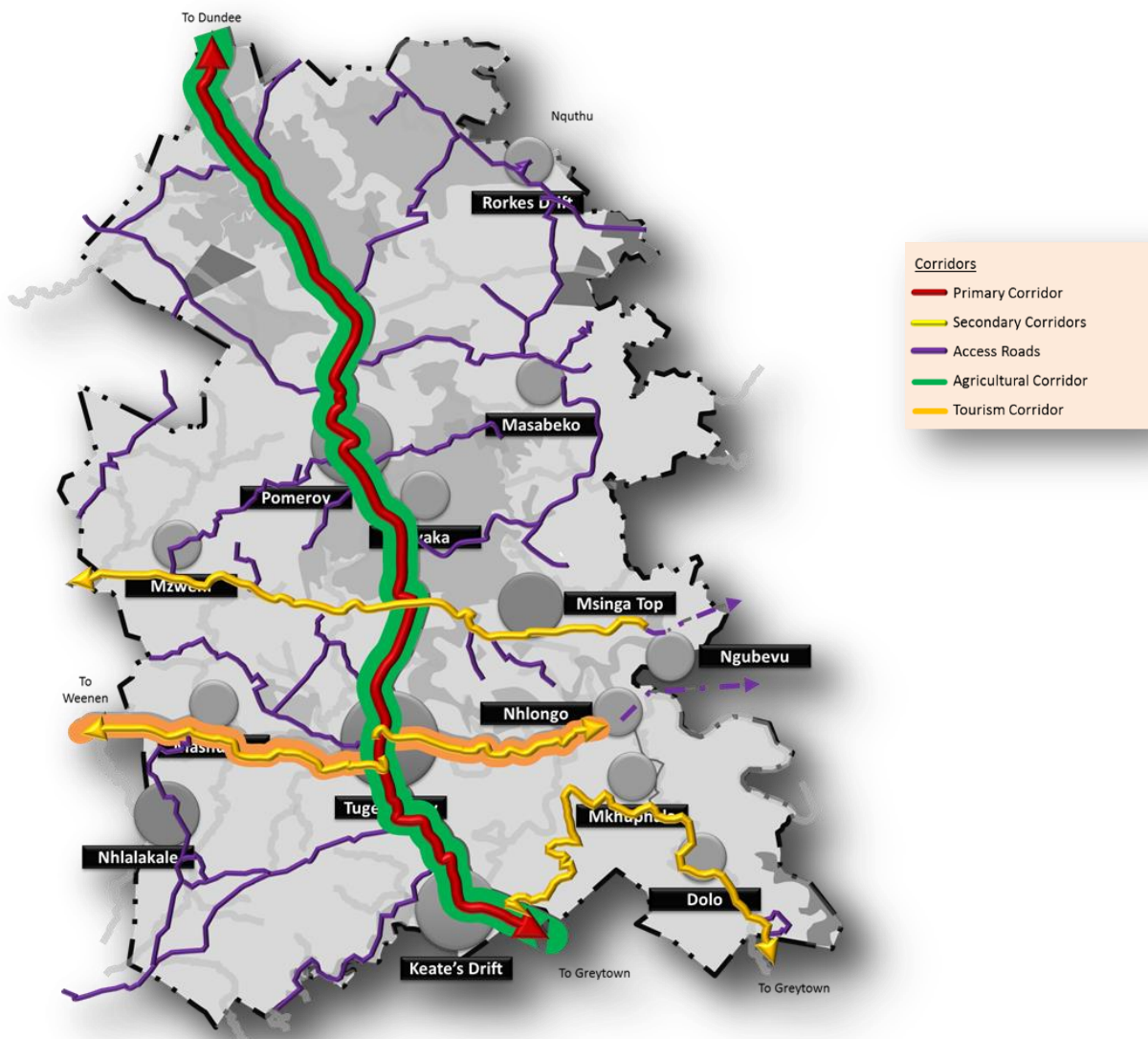
- P280
- P281
- D1271
- D1268

Public interventions envisaged in this area relate to:

- d) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- e) Ensure multimodal transport integration occur along these roads at key points.
- f) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- g) Ensure Connections between the D1271 to the D878 (Nkandla), and the P17 (uMvoti Municipality)



Figure 18: Msinga SDF – Proposed Corridors



Source: Vuka Africa

## AGRICULTURAL CORRIDORS

Although the Provincial Spatial Economic Development Strategy of KwaZulu-Natal identified only the southern part of the Msinga Municipality as having agricultural potential, it also identified an important regional Agricultural Corridor traversing the Municipality along the R33 (P6-5) in a North South direction. This corridor runs from Greytown in the south to Newcastle in the North.

The IDP indicates that although agriculture is well established in the municipality, it is underdeveloped in terms of beneficiation.

Public interventions envisaged in this area relate to:

- e) Establishing / Expanding Agro-Processing facilities:

Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market – in other words, beneficiation of primary agricultural commodities.

f) To involve communities in agro processing the following option can be considered:

Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.

g) Expansion of trade opportunities related to agricultural activities – formal and informal

h) Focus on the following opportunities that exist within the Municipality.

- Agricultural perishable products to local hospitals and general markets in nearby municipalities.

- Chakalaka and other vegetable orientated agro-processing opportunities.

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## TOURISM CORRIDOR

The PSEDs identified a tourism corridor traversing the municipal area in an east west direction connecting Tugela Ferry with Weenen in the west and Nkandla in the east.

The IDP On the other hand depicts that the R33 (P6-5) also serves as a tourism corridor as part of the Battlefield Routes.

The following Interventions are proposed along the tourism routes.

- Focussing on marketing and developing of the 6 seminal National and International battlefield sites.
- Link Battlefield and Zulu Cultural Tourism Together.
- Eco-tourism related to natural beauty of the environment.
- Ensure accessibility to the battlefields area through infrastructure upgrading.
- Focused public investment to stimulate private sector investment.
- Diversification of products to adventure products (quad biking, rafting etc), craft and culture, and other activities that could complement or supplement the battlefields/heritage product.

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## Access and Circulation

As mentioned earlier, access routes, movement routes, and development routes are separate concepts. Movement and access routes do not have distance restrictions to be effective, whilst development corridors, depending on its purpose is shorter in distance, and employ specific strategies to harness the opportunities presented by the economic activities and commodities within the area.

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## REGIONAL DISTRIBUTION ROUTES

The R33 (P6-5), which traverses the Municipality in a North South Direction, constitutes **the main (primary) movement corridor** because of its scale and function. The R33 (P6-5) links the municipality with Grey town in the South and Dundee in the North.

This route, because of the linkages to the higher order economic nodes, provides economic development opportunities that should be explored and encouraged. The specific points where the investment should focus on economic development needs to be identified in a formal study.

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## LOCAL ACCESS ROUTES

The primary focus of these access routes is long distance traffic movement and link places of economic opportunity with



places of residence. Development should be encouraged at locations that is easily accessible to the population, and where a clear need for economic activities exist.

Roads that constitute **secondary access routes** within the Msinga Municipality include:

- D1273
- P280
- P281 (Links to the P280) which connects the municipality with Weenen.
- P365
- P373

Public interventions envisaged in this area relate to:Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.developing a localized Corridor Development Strategies, this will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

- a) Ensure multimodal transport integration occur along these roads at key points.

LOWER ORDER ACCESS ROUTES

These corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement. They are not demarcated on the maps as there are a large number of such access routes, which do not provide vital strategic information, or require to be strategically evaluated within this spatial development framework. These roads link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving access routes in terms of social interaction and economic activities.

RIFSA CLASSIFICATION

Within the rural municipalities, access to communities are more often than not, provided by non-proclaimed, community established gravel roads which does not have a designation or legal status.

The fact that they are informal does not detract from the fact that they provide an essential service with which the communities cannot do without. As a result of this the National Department of Transport embarked on an exercise to classify roads based on their functionality. This will also impact on the maintenance responsibilities which will be shared with the Province by Local and District Municipalities. This is called the Road Infrastructure of South Africa (RIFSA) Classification.

The revised approach to the classification of roads in South Africa is predicated on the following principles:

- Work from the bottom end of the road hierarchy upwards.
- Base the classification on:
  - The primary function of the road – recognizing the different roles of the road i.e. provision of mobility and/or accessibility or a combination of these factors.
  - Whether the specific road is "intra" or "inter" the administrative area of a specific authority.
- The approach should foster local participation and the delivery mechanism should be at as low a level as practical, i.e. responsibility should be assigned to the lowest level most intimately affected.
- The classification should be attuned to the current realities and needs in the country.

Table 5 : RIFSA Classification

Functional Class	Description
Class 1	<p>Roads, which form the principal avenue of communication: -</p> <ul style="list-style-type: none"> <li>i. Between and through major regions of South Africa</li> <li>ii. Between provincial capitals and key towns which have significant national economic/social interaction</li> <li>iii. Between South Africa and adjoining countries, and</li> <li>iv. Whose main function is to provide access to major freight terminals, including ports.</li> </ul>
Class 2	<p>Roads not being class 1 whose main function is to form an avenue of communication: -</p> <ul style="list-style-type: none"> <li>i. Between important centers and between class 1 roads and key towns within a specific province, on a province -wide basis.</li> <li>ii. Between important centers, within a specific province which have a significant economic, social tourist or recreation role (e.g., tourism and resource development).</li> </ul>
Class 3	Roads other than class 1 or 2 roads, whose main function is to provide the principle arteries for intra-metropolitan traffic and freight movements.
Class 4	Roads, which are not class 1,2 or 3, are roads whose main function is to carry inter-municipality social, commercial and industrial traffic within specific metropolitan and district municipality areas.
Class 5	Roads whose primary function is to collect and distribute all traffic within local municipality areas including developing townships and to provide access to the wider road network, as well as the abutting properties.
Class 6	Roads, often undesignated, whose function is to provide the only access to scattered rural settlements and communities of up to 500 persons and which primarily serve local social services as well as access to markets and generally form the first phase of the journey for commuters and migrant workers. These roads will often form part of a rural infrastructure development framework.
Class 7	This category comprises special purpose public roads which cannot be assigned to any other class above and which are provided almost exclusively for one specific activity or function such as recreational, forestry, mining, national parks or dam access, for example.

*Source: Road Infrastructure Strategic Framework for South Africa, 2002*

As indicated the above classifications will have an impact on the maintenance responsibilities and activities associated with a road. These classifications have not been made applicable to the roads within Msinga Municipality yet. The current “Classification” of roads are discussed in the sections below.

### Nodal Development

The economy of Msinga Local Municipality, as is the case with most rural municipalities in KwaZulu-Natal, operates on a marginalised economic level, and cannot be compared to larger municipal areas with large population numbers, and stronger more vibrant economies.

The classification of nodal areas in terms of Primary, Secondary, and tertiary nodes might therefore be misleading in terms of describing the character of the specific nodal area.

Main nodal areas are assisted by various lower order nodes to distribute and provide essential services to the population groupings in their vicinity.

In order to portray a more realistic nodal level, and not classifying the rural nodal areas on the same level of Metropolitan centres, the following hierarchy were utilised to define the level of nodes in Msinga:

- Large Convenience Centres
- Rural Service Centres
- RSC Satellites
- Rural Settlement Clusters.

Rural Settlement Clusters are only an indication of large groupings of population. Limited services are provided at these locations, which should be serviced through the RSC Satellite Nodes.

The main characteristics of these centres identified above are as follow:

**LARGE CONVENIENCE CENTRE**, i.e. the main centre of the local municipality, serving generally a radius of 25 km with most services and activities required at the local municipality level. This is the point with the highest accessibility within the municipality and provides accessibility on regular basis via public transport to the rural hinterland.

Tugela Ferry is the main large economic node within the Msinga Local Authority.

According to the RSS system Land Use Management Process, the following initiatives should be promoted in Tugela Ferry:

- Industrial development based on the agro-economy
- Commercial Development
- Decentralization point for local administration of provincial and local government services
- Higher order social and commercial services
- Integration with major urban centres such as Dundee and Vryheid
- Housing development

Apart from identifying the primary node, various lesser nodal areas have been identified which fulfils certain functions within the municipality. They have been classified as Secondary and Tertiary nodes, but fulfil the same functions as development and rural activity nodes.

**RURAL SERVICE CENTRE (RSC)**, i.e. nodal development serving several local communities with above-local level facilities, amenities and activities, serving generally a radius of approximately 15km providing services required on a weekly to monthly basis. The municipality would accommodate two to four such nodes.

**RURAL SERVICE CENTRE SATELITE (RSCS)**, i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, civic and economic activities, depending on local conditions serving an area of 5 - 10 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres. The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises. These centres are normally located on transportation routes, which provide access to higher order nodes.

**RURAL SETTLEMENT CLUSTERS**, i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, depending on local conditions serving an area of 2 - 5 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the

above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres. The Rural Settlement Clusters are large groupings of widespread settlements with very limited services, which is usually limited to education facilities. As the lowest nodal order, these centres are normally located near transportation routes, which provide access to higher order nodes. These nodes serve only small number of residents and no densification boundaries are proposed for them.

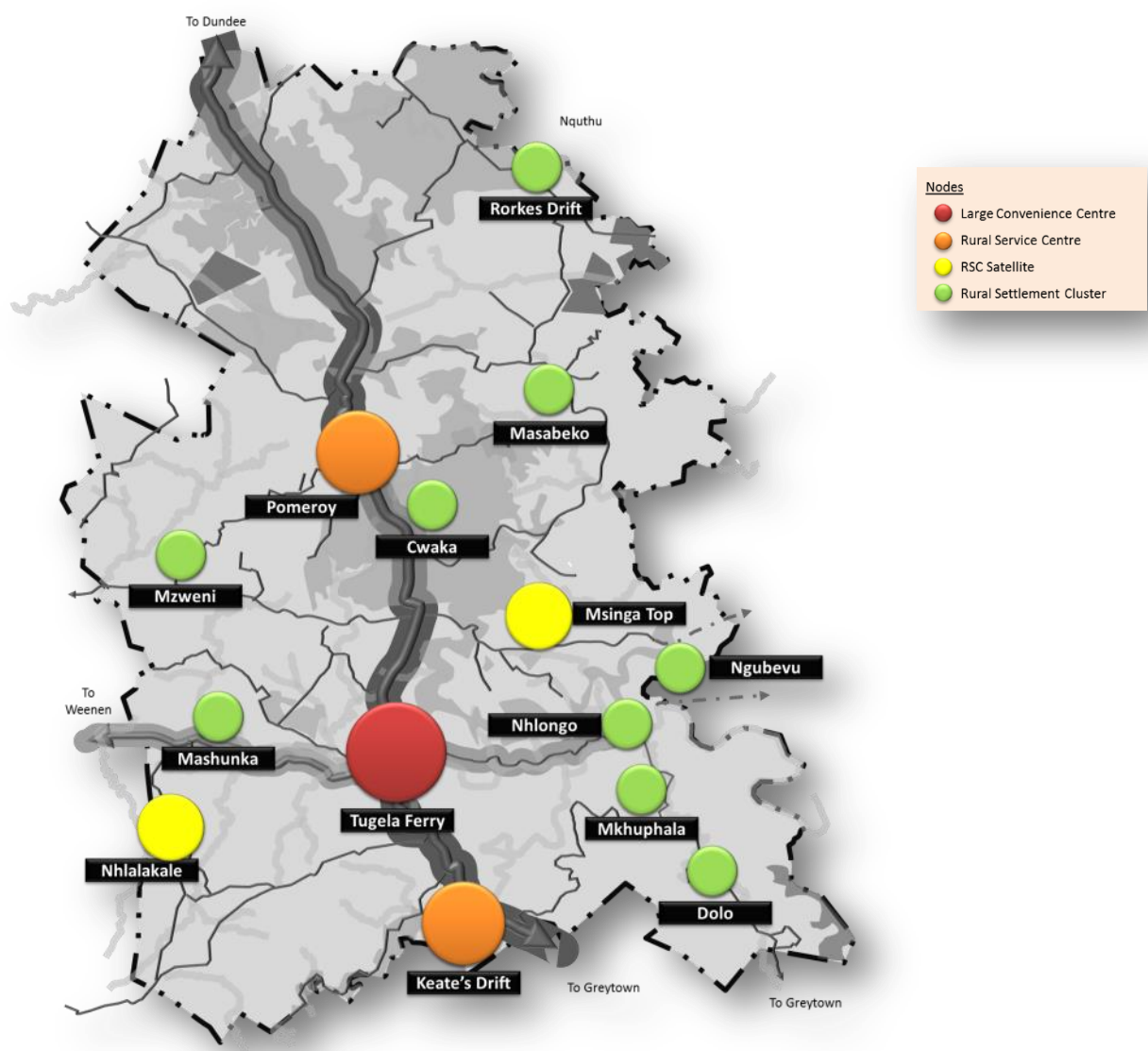
The proposed development nodes for Msinga Municipality are the following:

**Table 6: Proposed Nodes**

Major Economic Node	Rural Service Centre	Rural Service Centre Satellite	Rural Settlement Cluster
<ul style="list-style-type: none"> <li>Tugela Ferry</li> </ul>	<ul style="list-style-type: none"> <li>Keates Drift</li> <li>Pomeroy</li> </ul>	<ul style="list-style-type: none"> <li>Msinga Top</li> <li>Nhlalakale</li> </ul>	<ul style="list-style-type: none"> <li>Cwaka</li> <li>Dolo</li> <li>Masabeko</li> <li>Mashunka</li> <li>Mkhuphala</li> <li>Mzweni</li> <li>Ngubevu</li> <li>Nhlongo</li> <li>Rorkes Drift</li> </ul>

Source: Vuka Africa

Figure 29: Msinga SDF Nodes



Conclusion

This section represents an extract of the work currently in process as part of the review of the municipal Spatial Development Framework anticipated to be concluded by August 2012. The further phases of the current process will provide more localised spatial direction and to the primary and secondary nodes as well as identifying the development intervention needs with key rural areas and nodes identified within this concept. As indicated before, it is anticipated that the concluded Spatial Development Framework will be incorporated within the IDP through a special council meeting after its finalisation.

SECTION E : MUNICIPAL IMPLEMENTATION PLAN

The municipality’s 2013/14 implementation plan is presented below with the budgeted amount for the financial year.

2013-2014 implementation plan

VOTE	ITEM	PROJECTS	DEVELOPMENT IMPLICATIONS	QUANTITY	AMOUNT	WARD
001/405/000	RELIEF FUND	Supplying food parcels and promoting local artists	Poverty alleviation		R2 470 00.00	
005/555/00	INFRASTRUCTURE	Construction of community hall at Mpondweni Area	Access to community facilities	1	R310 000.00	1
		Construction of one class for Ntokozweni School	Better community facilities	1	R100 000.00	2
		Construction of two room house: Sakhiseni Shange	Access to better housing	1	R 100 000.00	2
		Erection of Bumbeni crèche at Ngcengeni	Better access to community facilities	1	R150 000.00	3
		Erection of Siyamukela crèche at Parafini	Better access to community facilities	1	R150 000.00	3
		Erection of crèche at Sampofu Area	Better access to community facilities	1	R150 000.00	4
		Erection of crèche	Better access to community facilities	1	R150 000.00	4
		Erection of crèche at Mbabane	Better access to community facilities	1	R150 000.00	5
		Construction of one Mbubu School	Better access to community facilities	1	R150 000.00	5
		Building of four roomed house for KwaZondi Family	Access to better housing	1	R150 000.00	6
		Building of four roomed house for Malembe family	Access to better housing	1	R150 000.00	6
		Construction of Taxi shelter and toilets at Mbangweni are	Improved health and safety	1	R310 000.00	7
		Construction of crèche at Galibasi	Better access to community facilities	1	R150 000.00	8
		Construction of crèche at Simumumu	Better access to community facilities	1	R150 000.00	8
		Building of four roomed house at eZindluzuleni	Access to better housing	1	R150 000.00	9
		Building of four roomed	Access to	1	R150 000.00	9

		house at eSithozini	better housing		0	
		<ul style="list-style-type: none"> <li>Construction of crèche at KwaGxobanyawo</li> <li>Building of two roomed house at Mahlaba</li> <li>Building of two roomed house at Gudwini</li> </ul>	Better access to community facilities  Access to better housing  Access to better housing	1  1  1	R100.000.00  R100.000.00  R100.000.00	10
		Construction of community hall at eSiphongweni area	Better access to community facilities	1	R300 000.00	11
		<ul style="list-style-type: none"> <li>Fencing of eSiholweni crèche</li> <li>Completion of eSiholweni crèche</li> <li>Fencing of oPhosweni crèche</li> <li>Building of Dolo creche</li> </ul>	Better access to community facilities	1  1  1  1	R50 000.00  R50 000.00  R50 000.00  R150 000.00	12
		<ul style="list-style-type: none"> <li>Building of one classroom at eSimanyama</li> <li>Erection of Ikusasa crèche</li> <li>Erection of one Holisizwe School</li> </ul>	Better access to community facilities		R100 000.00  R100 000.00  R100 000.00	13
		Construction of community hall at KwaGxobanyawo	Better access to community facilities	1	R310 000.00	14
		<ul style="list-style-type: none"> <li>Building of Mashaneni crèche</li> <li>Building of two roomed house for Shiqe Sibiya</li> </ul>	Better access to community facilities  Better housing	1  1	R100 000.00  R100 000.00	15

		<ul style="list-style-type: none"> <li>Building of two roomed house for LD Ngubane</li> </ul>	Better housing	1	R100 000.0 0	
		Building of community hall at Ngubukazi	Better access to community facilities	1	R310 000.0 0	16
		<ul style="list-style-type: none"> <li>Building of Ngubukazi crèche</li> <li>Building of community hall at Matshematshe area</li> </ul>	Better access to community facilities	1  1	R150 000.0 0  R150 000.0 0	17
		<ul style="list-style-type: none"> <li>Construction of Xovudaka crèche</li> <li>Construction of Tukulwane creche</li> </ul>	Better access to community facilities	1  1	R150 000.0 0  R150 000.0 0	18
		<ul style="list-style-type: none"> <li>Building of community hall at Mozane</li> </ul>	Better access to community facilities	1	R310 000.0 0	19
005/555/00						<b>Total budget</b>
						<b>R310 000.0 0</b>

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
100/449/00	YOUTH PROJECTS	Ingoma completion	Promote indigenous skills and sports and recreation		R25 000.00	1
		Supply school uniforms	Support indigent families and poverty alleviation		R10 000.00	1
		Support youth who are selling at pay point by shelter	In order to promote LED driven by youth		R23 000.00	2
		Netball poles Gubuzela School	Encourage youth involvement in sports		R2 600.00	2
		Supply school uniforms	Support indigent families		R3 000.00	2
		Soccer tournament	Encouragement		R3 000.00	2



		for youth	of youth involvement in sports			
		Drivers licence for 10 Paid for Amazwe Security Training for 10 youth	To encourage learning	10	R30 000.00	3
		Paid for soccer kids for Mbondweni team	Encourage involvement in sports and recreation		R6 000.00	4
		Registration of Boys and Girls teams to SAFA	Youth involvement in sports and recreation		R1 680.00	4
		Training of youth in Msinga Computer College	Skill development	20	R22 320.00	5
		Paid soccer kits for Mbabane team	Youth involvement in sports and recreation		R15 000.00	5
		Paid for tent, chairs and tables for Mbubu Youth	Youth empowerment		R15 000.00	5
		Paid for training for youth in Msinga Computer College	Encourage learning	4	R14 000.00	6
		Paid for ward competition (soccer, ingoma & isicathamiya)	Youth empowerment		R1 000.00	6
		Purchase of two pole tent	Involvement in sports and recreation	1	R15 000.00	6
		Computer training Purchasing of tents	Youth empowerment	10	R30 000.00	7
		Purchase two pole tent for youth enterprise	Youth business		R15 000.00	8
		Computer training	Skills development	10	R15 000.00	8
		Soccer poles and soccer kits: Ophathe	Youth involvement in sports and recreation		R30 000.00	9
		Training of youth Supporting youth businesses	Youth empowerment		R30 000.00	10
		Paid soccer jersey for boys & girls	Youth involvement in		R30 000.00	11

			sports and recreation			
		Drivers licence	Skills development	10	R30 000.00	12
		Drivers licences per person R2000	Skills development	9	R30 000.00	13
		Traditional attire(Amavukana, abafana bakasbhadu) soccer kit(Jabulani FC)	Youth involvement in sports and recreation	2 1	R30 000.00	14
		Salon 1 generator 1x20M extension, 2xkettles, 5x towels,3xHairdriers, 5l Hair shampoo, 1x5l relaxer & 1x5L restore	Small business support		R30 000.00	15
		Grass cutter Machine x 2	Promote youth business	2	R3 000.00	19
		Paid for youth competition in 25 December 2013	Youth involvement in sports and recreation		R30 000.00	16
		Machine for manufacturing toilet papers and soccer tournament	Promote youth business and involvement in sports		R30 000.00	17
		Soccer kits for youth	Encourage involvement of youth in sports		R30 000.00	18
		Skills training in catering	Youth empowerment		R20 000.00	19
		Awareness campaign(sports)	Social cohesion		R7 000.00	19
<b>100/449/00</b>						<b>TOTAL BUDGET</b>
						<b>R570 000.00</b>

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
<b>100/450/000</b>	<b>Sports &amp; Recreation</b>	Recognition of public holidays -National Women's day(09/08/2013) -Day of Reconciliation	Promotion of local skills and talents for local people as a source of	-	R732 200.00	

		(16/12/2013) -Human Rights Day (21/03/2013) -Freedom Day (27/04/2014) -Workers Day (01/05/2014) Youth day (16/06/2014)  Logistics  Refreshments & entertainment	income			
		Msinga sports streams: Membership cards and prizes	To develop sports at ward level		R120 000.00	
		Indigenous games: Purchase of T-shirts  Transport and refreshments	Develop interest in indigenous games within the district		R50 000.00	
		Municipal selection and Mayoral cup	Select teams who will represent the municipality in the district games		R120 000.00	
		Practise: Organise transport and refreshments	Keep players fit and ready for the games		R30 000.00	
		Laundry for all municipal sports equipment	Washing of municipality jerseys		R10 000.00	
		Reed dance: Transport, T-shirts and refreshments(Ncome)	Arranging cultural performances and activities		R50 000.00	
		Reed dance Transport, T-shirts and refreshments(Nongoma)	celebrations		R120 000.00	
		District selection Transport Tracksuits Golf-shirts	Select teams who will present the district during SALGA games		R300 000.00	
		Golden Games: Tracksuits Transport Caps	To promote healthy lifestyle to adults		R50 000.00	
		District Mayoral Cup	To promote development and personal discipline		R80 000.00	

100/450/000						<b>Total budget</b>
						<b>R1 662 200.00</b>

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
100/456/00	AGRICULTURE	Ploughing crops	Poverty alleviation	8 areas	R35 263.00	1
		Fencing material	Poverty alleviation		R12 000.00	2
		Purchase of engine for Siyazama garden	To promote one home one garden		R5 000.00	2
		Poles for Ntokozweni	Poverty alleviation		R2 250.00	2
		Gabela community garden	Poverty alleviation		R2 700.00	2
		Sidakeni fields barbed wired	Poverty alleviation		R3 500.00	2
		Poles and barbed wire for eZibuyeni community	Poverty alleviation		R3 450.00	2
		Seeds	To promote one home one garden		R6 360.00	2
		Paid for fencing material (KwaNgubo,Kwaphalafini, Emzweni)	To promote one home one garden		R35 263.00	3
		Paid for Sampofu field	Poverty alleviation		R17 131.20	4
		Seeds	To promote one home one garden		R6 431.00	4
		Paid for ecobush medication			R12 000.00	4
		Paid for fencing and poles for Nhlesi fields	Poverty alleviation		R12 000.00	5
		Seeds for Mahlabathini area	Poverty alleviation		R35 263.00	5
		Paid for eZisululwini field	Poverty alleviation		R25 000.00	6
		Paid to cultivate all gardens	Poverty alleviation		R10 263.00	6
		Paid for fencing	Poverty alleviation		R35 263.00	7
		Fencing material for	Poverty		R20 000.00	8

		Ntabanyana	alleviation			
		Fencing material for Simumu	Poverty alleviation		R15 000.00	8
		Seeds Masithuthuke Co-operative	Poverty alleviation		R4 000.00	9
		Fencing material	Poverty alleviation		R35 263.00	10
		Fencing hall, deep medication, cultivate community fields	Poverty alleviation		R35 262.00	11
		Fencing Engodi field	Poverty alleviation		R15 250.00	12
		Fencing Ringini crèche	Poverty alleviation		R4 200.00	12
		Fencing of Noshelele fields	Poverty alleviation		R15 250.00	12
		Renew of water pump Bags of cement Water pump Fencing	Poverty alleviation	2 40 4 3	R35 263.00	13
		700x2,4M treated poles, 15 small gates, 60 welded mesh, 18M barbed wire, 10 packet nails and wire roll.			R35 262.00	13
		Cutting machine	Promote LED in the community	2	R35 263.00	15
		Fencing material and seeds for Hholwane	To promote one home one garden		R35 263.00	16
		Ploughing of crops, purchase seeds and fencing material	To promote one home one garden		R35 263.00	17
		Fencing material Hoqo area	To promote one home one garden		R9 000.00	19
		Fencing material Nyonyana	To promote one home one garden		R9 000.00	19
		Deep medication			R2 000.00	19
		Garden tools	To promote one home one garden		R15 000.00	19
100/456/00						<b>TOTAL BUDGET</b>
						<b>R669 997.00</b>

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
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110/448/000	<b>SPECIAL PROJECTS</b>	Support event for Budget Speech Used on mayoral discretion	Improved service delivery		R2 000 000.00	
<b>110/448/000</b>						<b>TOTAL BUDGET</b>
						<b>R2 000 000.00</b>

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
<b>430/620/00</b>	<b>MANAGEMENT SERVICES</b>	Seeds and fertilisers: Mpondweni, Mbubeni1, Mbubeni2 access road for one home one garden	Poverty alleviation		R15 000.00	1
		Wire mesh for road workers at Sphanga road & Nkankwini road, Macijana Fasile and Matshematshe	To promote one home one garden		R15 000.00	2
		Fencing material for fields: KwaNgubo, Kwaphalafini & eSijozini	Poverty alleviation		R15 000.00	3
		Fencing: Sizathina crèche at Ngidi area	Safety and security		R15 000.00	4
		Fencing of Nogawu crèche	Safety and security		R15 000.00	5
		Paid for seeds for all the people affected by floods			R15 000.00	6
		Water pump and imvunulo	Promotion of project sustainability		R15 000.00	7
		Fencing material of Smumumu garden	Poverty alleviation		R15 000.00	8
		Seeds and ploughing material	To promote one home one garden		R15 000.00	16
		Fencing material,	To promote one	2	R 15 000.00	09

		seeds and tools (Sinyameni and Ophathe)	home one garden			
		Fencing material, fertiliser, seeds and tools	Poverty alleviation		R15 000.00	10
		Fencing material	To promote one home one garden		R15 000.00	11
		Seeds for Nembeni Road workers. Fencing and seeds for Singangeni road	To promote one home one garden		R15 000.00	13
		Water pump Computer & Printer Wiring	Youth empowerment		R15 000.00	17
		Water pump	Poverty alleviation	1	R15 000.00	14
		Seed and fertiliser for women in access road	To promote one home one garden		R15 000.00	18
		25kg chicken mash, broom, cleaning chemicals, Mash 10kg	Poverty alleviation	1	R15 000.00	19
<b>430/620/00</b>						<b>Total budget</b>
						<b>R285 000.00</b>

<b>VOTE</b>	<b>ITEM</b>	<b>projects</b>	<b>DEVELOPMENT IMPLICATION</b>	<b>QUANTITY</b>	<b>AMOUNT</b>	<b>WARD</b>
<b>110/372/000</b>	<b>LOGISTICS</b>	Hiring of tents, toilets and tables	Promote local business		R380 000.00	All
		Labour catering	Promote local business		R190 000.00	All
		Entertainment of community	Promote indigenous skills		R950 000.00	All
<b>110/372/000</b>						<b>Total budget</b>
						<b>R1 520 000.00</b>

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
120/374/000	HIV/AIDS CAIMPAIGN	Local Aids Council meetings	Social upliftment and HIV/Aids awareness		R10 000.00	
		Training			R12 000.00	
		Yearly party for orphaned and children under treatment			R20 000.00	
		Transportation of PLWH			R10 000.00	
		World Aids Commemoration Day			R32 000.00	
		Golf Shirts			R16 000.00	
120/374/000						Total budget
						R100 000.00

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	WARD
120/420/000	PAUPER BURIAL	Support indigent families with one coffin and grocery.	Encourage dignified burials	19	R800.00 Coffin	All
						Total budget
						R200 000.00

VOTE	ITEM	projects	DEVELOPMENT IMPLICATION	QUANTITY	AMOUNT	TOTAL BUDGET
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	<b>MIG AND CAPITAL PROJECTS</b>	Funding of major infrastructure projects <ul style="list-style-type: none"> <li>- Ncewu Road</li> <li>- Kwashishi Access Road</li> <li>- Mumbe Access Road</li> <li>- Nsimbini Access Road</li> <li>- Gidamasoka Access Road</li> <li>- Pomeroy Sports Field(Phase 1)</li> <li>- Pomeroy(Phase2)</li> </ul>	Improved social and economic infrastructure		<b>R±4M</b>  <b>R5,6M</b>  <b>R±6M</b>  <b>R3,7M</b>  <b>R±4M</b>  <b>R±10M</b>  <b>R±3M</b>	<b>R36 300 000.00</b>
	<b>CAPITAL EQUIPMENT</b>	Purchase of capital equipment	Efficiency and improved service delivery		-	<b>R5 350 000.00</b>

## SECTION E 3 SECTOR INVOLVEMENT

### SECTOR INVOLVEMENT

#### INTRODUCTION

The White Paper on Local Government mandates local government to create “livable integrated cities, towns and rural areas”. Most municipalities are criticized for not responding to the challenge. However, municipalities in their attempt to fulfil their developmental role are faced with many challenges one being that of uncooperative sector departments who seem to think an IDP’s is the sole responsibility of a municipality. It is due to this reason that sector departments are reminded that the other spheres of government are indebted to local government for failing to adequately engage with and support municipal IDP processes.

Sector participation in the IDP process has drastically improved. They had made an effort in engaging and giving a direction about the projects and the programmes that are to be implemented within the jurisdiction of Msinga area. This includes large range of institutional structures operating which influence development. These institutions include the Traditional Authorities, District Municipality, Provincial Government, Non-Governmental Organizations, Community Based Organizations and Private Sector Organizations.

Below is a table indicating information that has been made available to the Msinga municipality by Sector departments and institutions.

#### 1. UMZINYATHI DISTRICT PROJECTS

CAPITAL BUDGET 2012/2013, 2013/2014 AND 2014/2015					
MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES					
Project Title	MUNICIPALITY	2011/2012	2012/2013	2013/2014	2014/2015

Pomeroy Sub-Regional Sanitation	Msinga Municipality	2 625 000	-	2 625 000	2 625 000
Pomery-Nkalane Sanitation	Msinga Municipality	12 000 000		12 000 000	12 000 000
Kwakopi-Mhangana Sanitation	Msinga Municipality	7 500 000		12 000 000	12 000 000
Mthembu West - Tugela Ferry Water	Msinga Municipality	12 000 000	12 000 000	-	-
Ngubukazi Water Scheme	Msinga Municipality	6 500 000	6 500 000	-	-
Keates Drift Water Scheme	Msinga Municipality	12 500 000	19 082 297	16 200 000	16 200 000
Mbono Water	Msinga Municipality	13 038 024	16 000 000	13 038 024	13 038 024
Ndaya Water	Msinga Municipality	14 500 000	12 000 000	24 000 000	24 000 000
Othame/Msinga Top Water	Msinga Municipality	-		3 360 000	3 360 000
Douglas Water	Msinga Municipality	-		2 625 000	2 625 000
Mazabeko Water	Msinga Municipality	-		3 675 000	3 675 000

Msinga bulk	Msinga Municipality		15 000 000		
<b>Sub Total</b>		<b>80 663 024</b>	<b>80 582 297</b>	<b>89 523 024</b>	<b>91 623 024</b>

#### 2013 PROPOSED JOINT ESTIMATED BUDGET

TOTAL	14,797,000	2,043,420	4,717,820	5,067,640	2,968,120
<b>ITEM ALLOCATION</b>	<b>UMZINYATHI</b>	<b>ENDUMENI</b>	<b>MSINGA</b>	<b>NQUTHU</b>	<b>UMVOTI</b>
Agronomy: Mechanization	5,975,000	921,420	1,962,820	1,467,640	1,623,120
Agronomy: Liming	4,500,000	500,000	1,000,000	2,000,000	1,000,000
<b>INFRASTRUCTURE</b>					
Livestock - Fence & Infrastructure	2,492,000	372,000	600,000	1,500,000	20,000
Irrigation	1,505,000	250,000	1,155,000	100,000	325,000

## 2.DEPARTMENT OF TRANSPORT PROJECTS

PROJECT	TYPE	WARD	OUTPUT	ALLOCATION
1 GAZANENI ROAD	NEW ROAD	13	3km	R1274 000
2.ACCESS ROAD	NEW	10	1,2km	R490 000
3.HEAD WALLS	HEADWALLS	4		R1900 000
KHESHE HEAD WALLS		4		R200 000
MNGOMA HEAD WALLS		1		R200 000
NGABAYENA HEADWALLS		2		R200 000
GAZANENI ROAD	NEW	13	3km	R1
NGABAYENA COURSEWAY	CAUSEWAY	19		1500 000
BUYAFUTHI	CAUSEWAY	2		R850 000
MBANGWENI	CAUSEWAY	7		R660 000
BLACKTOP PATCHING	MAINTAINANCE		2880m2	R 1686 113
ROAD MARKING	MAINTAINANCE		20km	R346 309
GUARD RAILS	MAINTAINANCE			R126 535
WARNING SIGNS	MAINTAINANCE			R198 739
BLADING	MAINTAINANCE		2498 km	R1585 893
PIPE DESILTING	MAINTAINANCE			R636 000
GRASSCUTTING	MANTAINANCE			R318 000
LABOUR SUPPLY	MANTAINANCE			R400 0000
NGUBEVU BRIDGE	VEHICLE BRIDGE	13		R21 987 172
JOLWAYO BRIDGE	PEDESTRIAN BRIDGE	5		R5 329 220
TUGELA FERRY BRIDGE	WALKAY REHAB	5		R8868 888
UZIZI BRIDGE	PEDESTRIAN BRIDGE	14		R8 745 428
L 1906	UPGRADE TO BACKTOP	15-16		R9 914 537
P17 UPGRADE	UPGRADE	12	10KM	R35 000 000
P6/4	REHABILITATION	19	8KM	9 600 000
P6/5	REHABILITATION	19	11 KM	R 13 200 000

L1906	REGRAVELLING	1	10KM	R4000 000
L1147	REGRAVELLING	5	10KM	R9091 000

### 3.DEPARTMENT OF SOCIAL DEVELOPMENT

The following are the NPOs established within the community

ITEM	FULL NAME THE CRÈCHE	NPO REGISTRATION NUMBER/STATUS	FUNDING STATUS	LOCATION WARD	COMMENT
1.	Sibusisiwe (Dayiswayo)	Has applied for NPO	Unfunded	15	Active but needs operational structure
2.	Snothando Creche	Has applied for NPO	Unfunded	14	Active but needs operational structure
3.	Dumabemsola Creche	Has applied for NPO	Unfunded	08	Active
4.	Hollywood Creche	007-356 NPO	Unfunded	01	Active but needs operational structure
5.	Imisebeyelanga Creche	Not registered	Unfunded	17	Active but needs operational structure
6.	Khanyakude Creche/Preschool	083-927 NPO	Unfunded	18	Active but needs operational structure
7.	Nkanyiso Creche	093-895 NPO	unfunded	15	Active but needs operational structure
8.	Nkolovu Crèche	Not Registered	Unfunded	15	Active but needs operational structure
9.	Othulini Crèche	None	Unfunded	15	Active but needs operational structure
10	Sinethemba Creche	Has applied for NPO	Unfunded	12	Active
11	Sibila Crèche	Has applied for NPO	Unfunded	12	Active but needs operational structure
12	Esiholweni Crèche	Has applied for NPO	Unfunded	12	Active but needs operational structure
13	Landelani Creche	Has applied for NPO	Unfunded	17	Active
14	Mhlabangwe Creche	Has applied for NPO	Unfunded	02	Active but needs operational structure
15	Good Hope Creche	Has applied for NPO	Unfunded	04	Active but needs operational structure
16	Tholulwazi Creche	Not registered	Unfunded	04	Active but needs operational structure
17	Qiniso Crèche	Has applied for NPO	Unfunded	18	Active but needs operational structure
18	Sibuyile Crèche	Not registered	Unfunded	16	Active
19	Philanathi Crèche	Has applied for NPO	Unfunded	17	Active
20	Lindokuhle Crèche	Has applied for NPO	Unfunded	08	Active
21	Nqongeni Crèche	Not Registered	Unfunded	05	Active but needs operational structure
22	Sibahle Crèche	Has applied for NPO	Unfunded	13	Active but needs operational structure
23	Ziphathekahle Crèche	Has applied for NPO	Unfunded	18	Active but needs operational structure
24	Phendukani Crèche	Has applied for NPO	Unfunded	14	Active but needs operational structure
25	Thandwawubani crèche	Has applied for NPO	Unfunded	01	Active
26	Falesizewe Crèche	Has applied for NPO	Unfunded	13	Active but needs operational structure
27	Sbusisweni Crèche	Has applied for NPO	Unfunded	12	Active

28	Nomavutha Crèche	Has applied for NPO	Unfunded	09	Active but needs operational structure
29	Zimiseleni Crèche	Has applied for NPO	Unfunded	17	Active but needs operational structure
30	Thandanani Creche	Has applied for NPO	Unfunded	02	Active but needs operational structure
31	Qalakahle Creche	Has applied for NPO	Unfunded	06	Active but needs operational structure
32	Seluleko Creche	Has applied for NPO	Unfunded	18	Active but needs operational structure
33	Thokoza Creche	Has applied for NPO	Unfunded	18	Active but needs operational structure
34	Bambisanani Creche	Has applied for NPO	Unfunded	04	Active but needs operational structure
35	Sthembinkosi Creche	Registered for NPO	Unfunded	18	Active but needs operational structure
36	Phohlozana Creche	Registered for NPO	Unfunded	16	Active but needs operational structure
37	Aphile Creche	Registered for NPO	Unfunded	16	Active but needs operational structure
38	Nkululeko Creche	Registered for NPO	Unfunded	18	Active but needs operational structure
39	Swelihle Creche (Mngeni Area )	Registered for NPO	Unfunded	16	Active
40	Thembalihle Creche (Ngcengeni Area )	Registered for NPO	Unfunded	04	Active but needs operational structure
41	Imizamo	Registered for NPO	Unfunded	18	Active
42	Sifisamandla	Registered for NPO	Unfunded	17	Active but needs operational structure
43	Mhlabangwe	Registered for NPO	Unfunded	02	Active but needs operational structure
44	Philakahle	Registered for NPO	Unfunded	19	Active but needs operational structure
45	Aphile Creche	Registered for NPO	Unfunded	16	Active but needs operational structure
46	Matshaneni	Registered for NPO	Unfunded	15	Active but needs operational structure
47	Nobadina Crèche	Registered for NPO	Unfunded	08	Active but needs operational structure
48	Mzimbhlophe	Registered for NPO	Unfunded	06	Active but needs operational structure
49	Bambanani creche	Registered	Funded	12	Active and also has operational structure
50	Ekukhanyeni creche	Registered	Funded	05	Active and also has operational structure
51	Enkanyisweni creche	Registered	Funded	07	Active and also has operational structure
52	Hlanganani creche	Registered	Funded	11	Active and also has operational structure
53	Intuthuko creche	Registered	Funded	14	Active and also has operational structure
54	Injabulo creche	Registered	Unfunded	04	Active and also has operational structure
55	Isithelo –esihle creche	Registered	Funded	12	Active but need operational structure
56	Kwenzokuhle crèche	Registered	Funded	07	Active and also has operational structure
57	Khulani creche	Registered	Funded	11	Active and also has

					operational structure
58	Khayaletu crèche	Registered	Unfunded	02	Active and also has operational structure
59	Khayelihle crèche	Registered	Unfunded	17	Active and also has operational structure
60	Landulawazi crèche	Registered	Funded	06	Active and also has operational structure
61	Lulama crèche	Registered	Funded	03	Active and also has operational structure
62	Mawozini crèche	Registered	Funded	11	Active and also has operational structure
63	Mzomusha crèche	Registered	Funded	06	Active and also has operational structure
64	Mathubeszwe	Registered	Funded	05	Active and also has operational structure
65	Masunka flagship	Registered	Funded	06	Active and also has operational structure
66	Mkhomazi crèche	Registered	Funded	04	Active and also has operational structure
67	Nkululeko crèche	Registered	Funded	03	Active and also has operational structure
68	Ngudle crèche	Registered	Funded	02	Active and also has operational structure
69	Othandweni creche	Registered	Funded	14	Active and also has operational structure
70	Phaphamani crèche	Registered	Funded	03	Active but needs operational structure
71	Phowane crèche	Registered	Funded	02	Active and also has operational structure
72	Qondukuphila crèche	Registered	Funded	05	Active but needs operational structure
73	Sibisisweni crehe	Registered	Unfunded	12	Active and also has operational structure
74	Sinozwelo crèche	Registered	Unfunded	04	Active and also has operational structure
75	Siyakhula crèche	Registered	Funded	04	Active and also has operational structure
76	Siyathuthuka crèche	Registered	Funded	17	Active and also has operational structure
77	Siyazama crèche	Registered	Funded	08	Active and also has operational structure
78	Siyazama crèche	Registered	Unfunded	05	Active and also has operational structure
79	Sizathina crèche	Registered	Unfunded	04	Active and also has operational structure
80	Siphamandla crèche	Registered	Unfunded	14	Active and also has operational structure
81	Thembalethu crèche	Registered	Funded	10	Active and also has operational structure
82	Thembelani crèche	Registered	Funded	08	Active and also has



					operational structure
83	Vulamehlo crèche	Registered	Funded	06	Active and also has operational structure
84	Vukuzakhe crèche	Registered	Unfunded	03	Active and also has operational structure
85	Zamukuphila crèche	Registered	Funded	02	Active and also has operational structure
86	Zamokuhle crèche	Registered	Funded	17	Active and also has operational structure
87	Zizamele crèche	Registered	Funded	02	Active and also has operational structure

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#### LUNCHEON CLUB

ITEM	FULL NAME THE LUNCHEON CLUB	NPO REGISTRATION NUMBER/STATUS	FUNDING STATUS	LOCATION WARD	COMMENT
1.	Mashunka luncheon club	Registered	Funded	06	Active
2.	Nondaba Senior Citizen Club	Registered	Funded	11	Active
3.	Vukamkhuphula Luncheon Club	Registered	Funded	13	Active
4.	Vukalatha Luncheon Club	Registered	Funded	13	Active
5.	Phumelela Luncheon Club	Registered	Not funded	15	Active
6.	Philisa Thina	Registered	Not Funded	14	Active
7.	Mbono Senior Citizen	Registered	Not funded	14	Active
8.	Ngqalabutho luncheon Club	Registered	Not funded	04	Active
9.	Mabaso Senior Citizen	Registered	Not funded	04	Active
10.	Sizanani Luncheon Club	Registered	Not funded	15	Active

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#### YOUTH DEVELOPMENT

ITEM	FULL NAME THE YOUTH ORGANIZATION	NPO REGISTRATION NUMBER/STATUS	FUNDING STATUS	LOCATION WARD	COMMENT
1.	Msinga Youth Development Committee	Registered	Funded	05	Active
2.	Usizo Diaconal Services of URCSA	Registered	Not Funded	17	Active and also awaiting funding
3.	Ilinge Youth Movement	Has applied for NPO	Not funded	01	Active but needs operational site, structure and funding.

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SUSTAINABLE LIVELIHOOD PROJECTS					
ITEM	FULL NAME THE ORGANIZATION	NPO REGISTRATION NUMBER/STATUS	FUNDING STATUS	LOCATION WARD	COMMENT
1.	Mkhuphula Community Care Centre	Registered	Not Funded	13	Active and also awaiting funding
2.	Ithalente Elihle Disabled Group	Registered	Funded	07	Active but needs operational structure since the site is also available

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HIV AND AIDS					
ITEM	FULL NAME THE ORGANIZATION	NPO REGISTRATION NUMBER/STATUS	FUNDING STATUS	LOCATION WARD	COMMENT
1.	Sinozwelo Resource Centre	Registered	Funded	04	Active

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CHILD WELFARE					
ITEM	FULL NAME THE ORGANIZATION	NPO REGISTRATION NUMBER/STATUS	FUNDING STATUS	LOCATION WARD	COMMENT
1.	CMD	Registered	Funded	17	Active
2.	SAVF	Registered	funded	04	active

#### 4 DEPARTMENT OF HEALTH

DEPARTMENT OF HEALTH PROJECTS 2013/2014			
NAME	PROJECT	START & COMPLETION	SUMMARY
Church of Scotland Hospital	New Paeds. and TB wards. R42'253'043.22	Site Hand-over: 4 July 2012 – Completion 3 July 2014	Time lapsed: 22% Progress: 4%
Ngabayena	New 'Fast Track'	Start 2009 – ?	90% complete
Msizini	New 'Fast Track'	Start 2009 – ?	80% complete
Mkhuphula	New 'Fast Track'	Start 2009 – ?	20% complete
Elandskraal	New clinic	Completed – December 2012	Clinic is functional
Pomeroy CHC	New Community Health Centre	Commencement date: 20 March 2012	Time lapsed: 42% Progress: 26%

#### 5. DEPARTMENT OF HOME AFFAIRS

Aims :To eliminate late registration of Birth by 2013

- To provide qualified citizens with enabling documents
- Bringing services closer to the people
- To strengthen relationship between DHA and Stakeholders

**DEPARTMENT OF HOME AFFAIRS :HEALTH PROGRAMME**

To acquire space at hospitals for registration of births at the time of birth or within 30 days of birth.

DISTRICT	Name of hospital	TIMELINES
Umzinyathi	Church of Scotland	5 times a week
	Greytown Hospital	3 times a week
	Charles Johnson Memorial	5 times a week
	Dundee Provincial	3 times a week

**DEPARTMENT OF HOME AFFAIRS :SCHOOL PROGRAMME**

To increase school visits and build stronger relationship with the Dept. of Education to ensure that all children 16yrs and above have identity documents

DISTRICT	No of schools	TIMELINES
Umzinyathi: Endumeni, Umvoti, Umsinga & Nquthu	44	02 April – 28 June 2013

**DHA STAKEHOLDER FORUM**

Established as essential link, and the representative of the communities of Municipality, to establish defined joint integrated programmers, and development of monitoring mechanisms for the improvement of service delivery

DISTRICT	LAUNCHED	STILL TO BE REVIVED
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Umzinyathi	Endumeni LM, Nquthu LM, Msinga LM & Umvoti LM	Umzinyathi DM
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#### 6. DEPARTMENT OF HUMAN SETTLEMENTS

Department of Human settlements Project Name	Municipality	Project Type	Proposed Units
1.Douglas	MSINGA	RURAL	1000
2.Nhlalakahle	MSINGA	RURAL	1000
3.Ngome	MSINGA	RURAL	1000
4.Msinga Top	MSINGA	RURAL	1000
5.Mzweni	MSINGA	RURAL	1000
6.Mthembu Phase 2	MSINGA	RURAL	1000
7.Nteneshane	MSINGA	RURAL	1000
8.Mahlaba	MSINGA	RURAL	1000
9.Mkhuphula	MSINGA	RURAL	1000
10.Mbono	MSINGA	RURAL	1000

#### 7.DEPARTMENT OF WATER AFFAIRS

DEPARTMENT OF WATER AFFAIRS PROJECT NAME	PROVINCIAL ALLOCATION	BENEFICIARY & ALLOCATION
REGIONAL BULK INFRA (RBIG)	R1,2b	R31.8m
MUNICIPAL WATER INFR (MWIG)	R980m	R16m
ACCELERATED COMMUNITY INFR (ACIP)	R75m	R810K
TRANSFERS	R100m	R7,5m
RAIN WATER HARVESTING	R2m	As per BP
WATER CONSERVATION WATER DEMAND MNGNT (WC/WDM)	R2m	As per BP
MUNICIPAL SUPPORT (OTHER)	Various	Various

## 8.DEPARTMENT OF RURAL DEVELOPMENT INFRASTRUCTURE PROGRAMMES

LOCAL MUNICIPALITY	PROJECT NAME	WARD	PRODUCT
MSINGA	Ndaya 2	7	<ul style="list-style-type: none"> <li>Supply and installation of M&amp;E equipment of a borehole.</li> <li>Construction of Ngubevu borehole pumps</li> <li>Construction of a reservoir</li> </ul>
MSINGA	Kwadolo Electrification	9	Electrification of Kwadolo in Tugela Ferry
	Siyazama Creche	5	Renovations of the Creche
	Digital Doorway Muden	8	ICT Access - Digital doorway
	Muden School	8	Fencing, vip toilets and landscaping for soccer ground
	Tugela Ferry Irrigation Scheme	3, 4, 5, 6	Upgrading of Tugela Ferry irrigation Scheme
	Nyathini Irrigation Scheme	11	Upgrading of Nyathini Irrigation Scheme Upgrading of 42 ha of land
	UMzinyathi Livestock Infrastructure	Various Municipalities under UMzinyathi	Fencing; dip tanks; boreholes; cattle sale yards; feedlots; stock water dams etc
	Msinga Bulk Water	1-6, 10-13 & 17	Water Supply

Local Municipality	Project Name	Product
MSINGA	Msinga Spatial Development Framework	A Spatial Development Framework Document as required by the IDP
	Keate's Drift Precinct Plan	Precinct Plan that will assist in terms of revitalising the Keates Drift area.
	Pomeroy Precinct Plan	Precinct Plan that will assist in terms of revitalising Pomeroy the town.

LOCAL MUNICIPALITY	PROJECT NAME	WARD	STATUS
MSINGA	Sigcaki Agricultural Co-op	10	Project already supplies produce to hospitals like Newcastle Hospitals Hillcrest, Greytown, Dundee and Newcastle and to mega stores, Aheers and Boxer.

	Khanyisani Agricultural Co-op	10	Facilitated training on financial management,
	Siyenzisisa block making	12	The project is operating from one member's yard the site has been identified and allocated by the inkosi for the project.

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- Through the REID branch Forty eight (48) jobs were created in debushing at Msinga Local Municipality. Two hundred and seventy (270) ha of crop field was planted in wards 10,11 12, 13,and 14, under the Msinga Local Municipality. One hundred (100) household gardens established in ward 10,11,12,13,14 & 15 in Msinga Local Municipality
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## 9.DEPARTMENT OF ARTS AND CULTURE

DEPARTMENT OF ARTS: INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
<ul style="list-style-type: none"> <li>Mobile Library Unit Project</li> </ul>	Implement and monitor an Mobile Library Units (MLU) in the most deprived wards as a job creation intervention. <ul style="list-style-type: none"> <li>Existing Msinga Local Municipality (Msinga Top – One Stop Service</li> </ul>	Learners and community at large	18 000

DEPT OF ARTS:INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
Review and resource teacher education and capacity-building programmes, Development of choral / orchestra to schools	Signing of MOAs, develop training manual, training of educators, support to schools, M&E, (Provincial Cultural exhibition, Youth Festival, Choral Music, Mentorship programmes,	Learners	<b>250 000</b>
Provide accredited & non	Performing Arts Skills Development,	Performing artists	<b>130 000</b>

accredited training for artists	Visual Arts and Craft Skills Development	Crafters	
	Film Development	Performing artists	
	Theatre and Drama Skills Development	Performing artists	
	Arts Business Management	Artists	
	Performing Arts & Visual Arts and Craft Skills Development (People with Disabilities)	People with disabilities	
	Choral	Choristers	
	Recycled Material	Crafters	
	Inmates Performing Arts Skills Development	Inmates & parolees	
	Inmates Visual Arts and Craft skills development	Inmates & parolees	

DEPT OF ARTS:INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
<ul style="list-style-type: none"> <li>Ensuring good governance through efficient &amp; reliable management of information in records to ensure ready access to the right information at the right time.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Registry Management &amp; Records Management courses.</li> <li>Conduct records management inspections</li> <li>Render professional advice in records management.</li> </ul>	Government Departments and municipalities	R 28 000
INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET



Conduct diagnostic research into the main causes of collapse in community level institutions	<ul style="list-style-type: none"> <li>Disbursement of grant (Grants-in aid provided through Arts &amp; Culture Council),</li> <li>Distribution, collection and submission of application forms</li> </ul>	<ul style="list-style-type: none"> <li>Artists and arts &amp; culture organisations</li> </ul>	-
Conduct diagnostic research into the main causes of collapse in community level institutions. Establish and support provincial and district Arts and Culture forums,	Coordinate meetings, conduct work shops, support to Matrons/ Maidens Forums and Arts and Culture Forums	<ul style="list-style-type: none"> <li>Artists</li> <li>Matrons</li> <li>Maidens</li> <li>Izinduna</li> </ul>	30 000

INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
Promote and accelerate roll out of Operation Sukuma Sakhe (OSS)	Participate in Operation Sukuma Sakhe : <ul style="list-style-type: none"> <li>Provincial Task Team (PTT),</li> <li>District task Team (DTT),</li> <li>Local task Team (LTT) ,</li> <li>Ward task Team (WTT) meetings and Interventions/Operation MBOs</li> </ul>	<ul style="list-style-type: none"> <li>All Wards</li> </ul>	10 000

INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
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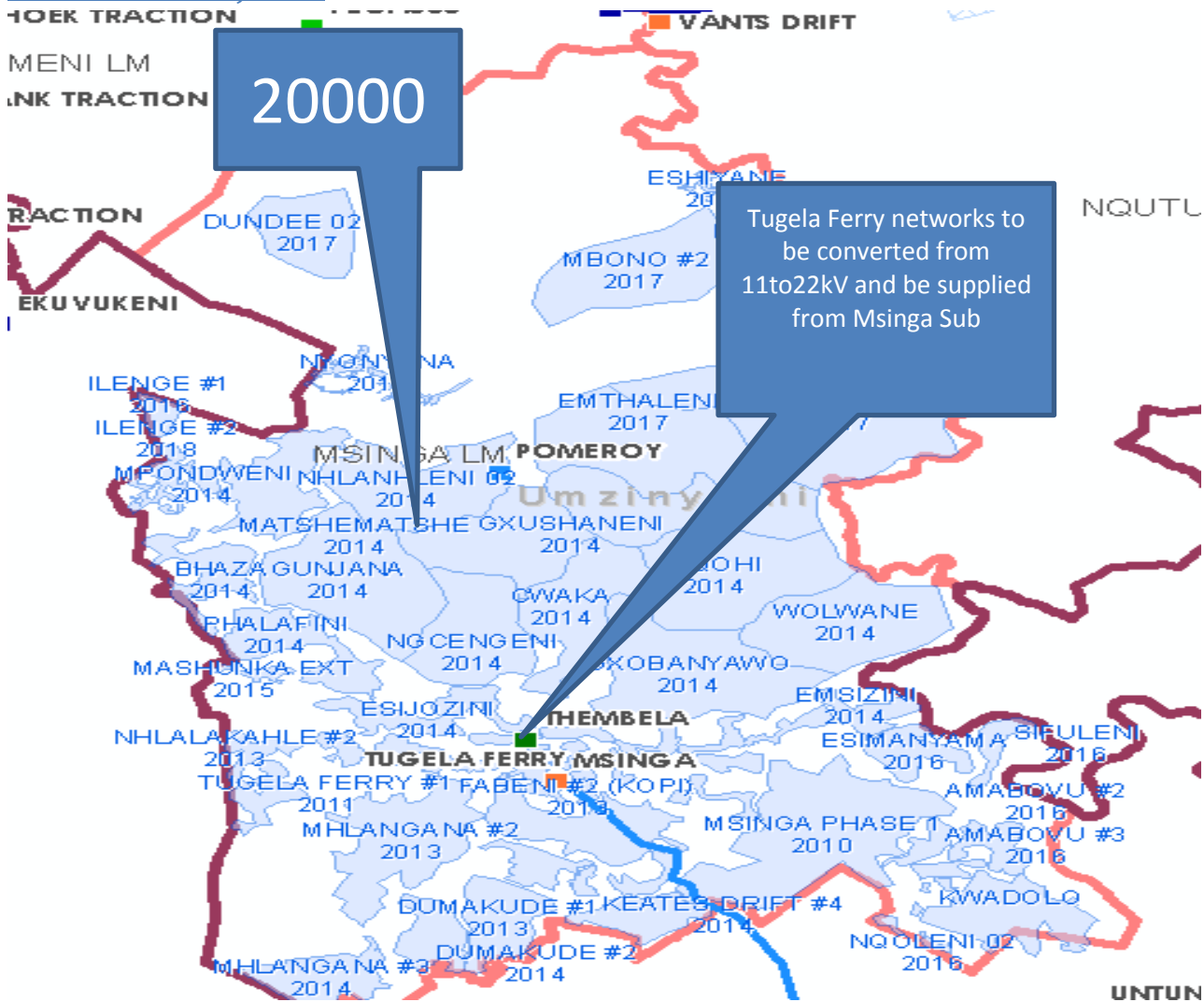
Develop and implement programmes	<u>Conduct the following:</u> <ul style="list-style-type: none"> <li>❖ Moral regeneration and Behavioral Change Campaign</li> <li>❖ Intergenerational and Intercultural dialogue</li> <li>❖ Anti Music piracy</li> <li>❖ Youth Camps</li> <li>❖ Talent Search/ Auditions</li> <li>❖ Exhibitions</li> <li>❖ Regional Africa Day</li> <li>❖ Ingoma YaseNquthu</li> <li>❖ Ingoma YaseMachunwini</li> <li>❖ BaSotho Cultural Day</li> <li>❖ Community Arts Festivals</li> </ul>	<ul style="list-style-type: none"> <li>• Youth , Men &amp; Women</li> <li>• Youth, Women. Men, Senior citizens</li> <li>• Artists</li> <li>• Youth</li> <li>• Artists</li> <li>• Crafters</li> <li>• Learners and community</li> <li>• Community and Artists</li> <li>• Community and Artists</li> <li>• Community and artists</li> <li>• Artists</li> </ul>	392 200
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DEPT OF ARTS:INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
<ul style="list-style-type: none"> <li>• Implement Toy Collection project</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and Monitor toy collection to improve basic education.</li> <li>• Existing Msinga library</li> </ul>	Young children, ECDs, crèches and preschools	50 000

Hosting of cultural ceremonies, commemorations and special anniversaries	Support to Provincial cultural events: <ul style="list-style-type: none"> <li>❖ Freedom day Celebration (April)</li> <li>❖ Afrika Day Celebration ( May)</li> <li>❖ Nomkhubulwane (June)</li> <li>❖ Isivivane (August)</li> <li>❖ Royal Reed Dance Ceremony (Sept)</li> <li>❖ King Shaka Commemoration (Sept)</li> <li>❖ Eastern Rendezvous (November)</li> <li>❖ UMkhosi WoSelwa (December)</li> </ul>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Community and learners</li> <li>• Women and Youth</li> <li>• Women</li> <li>• Maidens and matrons</li> <li>• Men and Community</li> <li>• Indian community</li> <li>• Men and Community</li> </ul>	-
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DEPT OF ARTS:INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
Collection of Oral History and making accessible to communities.	<ul style="list-style-type: none"> <li>• Current running programme in schools is Family Tree.</li> <li>• Conducting interviews</li> </ul>	Different communities and learners	R 12 000

## 10.ESKOM PROJECTS



### Msinga LM AOS : ESKOM

## 11 DEPARTMENT OF AGRICULTURE

PROJECT NAME	Land size	TYPE	LOCALITY	AMOUNT
MECHANIZATION	600ha	Crop production	All wards of Msinga	R 1000 000
INTSHUMAYELO	7X1000	BROILER	Buyafuthi(17)	R3000 000
SIGABANGOLWAZI	7x1000	Broiler	Madulaneni(8)	R3000 000
SIBUSISIWE	7X1000	BROILER	MUMBE(1)	R3000 000

NKIZA	7X1000	BROILER	Ngulubeni(14)	R3000 000
ZICABANGELE	7X1000	BROILER	SAMPOFU	R3000 000
NTONKOZO AGRIC	5 SOW UNIT	PIGGERY	SIJOZINI	R3500 000

PROPOSED DAMS	Locality	Ward	Inkosi	Cost
Jojingwenya	Msinga	10	Mchunu	R 300000
Mhlangeni	Msinga	17	Majozi	R 300000
Gudlintaba	Msinga	6	Mchunu	R 300000
Esiphethweni	Msinga	7	Mchunu	R 300000
Dungamanzi	Msinga	10	Mchunu	R 300000
Mawozeni	Msinga	11	Zondi	R 300000
Esibomvini	Msinga	4	Mabaso	R 300000

Bhubesini	Msinga	4	Mabaso	R 300000
Ngengele	Msinga	4	Mabaso	R 300000
Kwamandlakazi	Msinga	4	Mabaso	R 300000
Ndaye	Msinga	13	Ngubane	R 300000
Ekhohlwa	Msinga	12	Ngubane	R 300000

Halodi	Msinga	1	Majozi	R 300000
Othobothini	Msinga	15	Ngubane	R 30000
Echibini	Msinga	11	Mchunu	3000000
<b>Handling Facility(Sales Yard)</b>		3	Mabaso	R 1200000

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## 12.PRIVATE DEVELOPMENTS

DEVELOPER	LOCATION	TYPE
ABASEGUBASI	MZISHO	FUGELA FERRY TOWN EXTENSION

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## SECTION F

### FINANCIAL PLAN

#### FINANCIAL PLAN 2011 /12-2015/16



##### Introduction

Section 26 of the Municipal Systems Act prescribes the key components of an IDP and the financial plan fall within the Implementation framework of the IDP which deals with implementation of financial strategies. The financial plan must be aligned with the vision and mission. The financial plan should demonstrate linkages between IDP and Budget and most importantly comply with the stipulated legislation. The Financial Plan aligned to the Integrated Development Plan (IDP), will outline the municipality's financial strategies and policies that will guide the expenditure patterns of the municipality as well as aim to generate income and create a sustainable financial environment for Msinga Municipality.

Successful service delivery in any municipality will evolve around availability of financial resources and the manner in which those resources are managed. The financial viability of any municipality always depends on its capacity to mobilise resources and create sound economic base that will support revenue generation strategies. In Msinga Municipality the challenge is to overcome limited revenue bases and generate sufficient revenue to implement the IDP.

As a result Msinga is compelled to depend on grants in order to execute their programmes. Msinga does not collect any rates or much income from services as most households are unemployed. However the municipality ensures that it uses its limited resources in a sustainable manor and in line with Municipal Finance Management Act.

##### **The Financial Framework**

- **Revenue generation**

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions effectively. It is further necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of its revenue.

- **Sustainability**

Essentially the Msinga Municipality's budget must be balanced i.e. anticipated revenue equals anticipated expenditure. As with any budget, revenue is always the limiting factor, therefore it is essential that tariffs are set at affordable levels, and that the full costs of services delivery are recovered. However households that are too poor to even pay for a proportion of service costs, should at least have access to basic services, at a subsidised cost.

- **Effective and Efficient Use of Resources**

In an environment of limited resources, it will be essential that the Msinga Municipality makes maximum use of the resources at its disposal, by utilising them in an effective and efficient manner. Efficiency in operations and investment will ensure financial sustainability.

- **Accountability, Transparency and Good Governance**

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The Msinga Municipality is accountable to its community. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within a prescribed timeframe for stakeholders to make informed decisions and create oversight.

- **Equity and Investment**

The Msinga Municipality must treat people fairly and justly when it comes to the provision of services, and in the same way deal effectively with its backlogs in services, therefore maximizing its investment in the municipal infrastructure. In doing so Msinga Municipality must efficiently manage its financial systems and underlying policies, which must encourage maximum degree of private sector investments.

- **Strategies and Policies**

Within the context of the above framework, financial strategies and policies form part of the financial plan to achieve the desired objective of financial viability and sustainability for the Municipality.

- **The credit control policy**

The policy is in place and aims to enhance collection levels of revenue. It outlines procedures for the collection of non-payment by consumers.

- **The indigent policy**

The policy is in place and aims to set the criteria for the qualification of indigent, and also determines the level of free basic services that will be provided to the indigent households. The municipal area has a high level of indigent, and therefore the municipality will identify other methods of raising revenue.

- **The development and implementation of a property rating policy**

The policy aims to ensure that all properties within the Msinga Municipality are included in the Municipal Valuation Roll and form a rates base for the municipality.

- **Asset Management Strategy**

The asset management policy is in place and ensures effective asset management.

- **Financial Management Strategy**

The policies below provide the framework for effective financial management in the municipality which is compliant to the requirements of the MFMA. The municipality has implemented several policies such as the

- **Budget policy,**

The annual budget is a central financial document that embodies all operating revenue and expenditure decisions and establishes the level of service to be provided by each department. The Msinga municipality has formulated a budget policy, which provides guidance on the budget preparation process together with municipal budgeting norms.

The budget is subjected to monthly control and is reported accordingly to Council. The budget is also subjected to a mid-term review, which results in a revised or adjusted budget taking into account future or unexpected expenditure or income during the period of review.



- expenditure policy,
- Supply Chain Management policy
- payment policy
- insurance policy
- custody of documents policy
- salaries and administrative policy
- and financial reporting

- **Capital Financing Strategies**

- **Capital Infrastructure Investment Policies**

Msinga Municipality has developed a three year Capital Budget linked to the IDP. A review and update of this budget plan must be done annually and unexpended capital project budget shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding. The Municipality must ensure that all assets are maintained at an adequate level to protect the capital investment and to minimise unnecessary replacement costs and future maintenance.

- **The development and implementation of a debt capacity policy**

The Municipality is developing a policy to create procedures that will ensure that any borrowings taken by Msingga Municipality will be done in a responsible manner and that repayment of such debt will be affordable.

- **The development and implementation of a LED Plan/strategy**

The Municipality has draft plan in place. The LED plan will set ways in which the Municipality intends to improve its Local Economic Development (LED) and also attract economic investments. This plan incorporates a framework that is investor friendly and detailed incentives, which may be given to attract large scale business.

## OVERVIEW OF THE BUDGET

### SOURCES OF INCOME

The following table summarises the sources of grant income from national and provincial government.

**TABLE47 :** [Grant Funding from National and Provincial Government](#)

DESCRIPTION	2012/13	YTD	2012/13	13/14	14/15	15/16	16/17
		-29		-81	-85	-90	-94
EQUITABLE	-69 621	009	-61 218	641	723	009	509
SHARE	000	000	000	000	050	203	663
		-10		-31	-33	-35	-36
MIG GRANT	-26 665	000	-21 981	844	436	108	863
	000	000	000	000	200	010	411
		-1					
FMG GRANT	-1 500	000	-1 450	-1 650	-1 732	-1 819	-1 910
	000	000	000	000	500	125	081
		-790		-890	-934	-981	-1 030
MSIG GRANT	-800 000	000	-790 000	000	500	225	286
				-100	-105	-110	-115
CDW GRANT	-100 000	0	-20 000	000	000	250	763
KWALATHA				-20	-21	-22	-23
HOUSING GRANT	-20 000	0	-20 000	000	000	050	153
TOWN							
ESTABLISHMENT				-20	-21	-22	-23
GRANT	-20 000	0	-20 000	000	000	050	153
POMEROY				-20	-21	-22	-23
HOUSING GRANT	-20 000	0	-20 000	000	000	050	153
				-20	-21	-22	-23
PMS GRANT	-20 000	0	-20 000	000	000	050	153
				-200	-210	-220	-231
IDP GRANT	-200 000	0	-20 000	000	000	500	525
				-20	-21	-22	-23
SDL CLAIM	-20 000	0	-20 000	000	000	050	153
				-200	-210	-220	-231
MAP GRANT	-200 000	0	-200 000	000	000	500	525
				-500	-525	-551	-578
TOURISM GRANT	-500 000	0	-20 000	000	000	250	813
		-7					
RURAL ELEC	-7 000	000	-7 000	-7 900	-8 295	-8 709	-9 145
PLAN	000	000	000	000	000	750	238
				-20	-21	-22	-23
PUBLIC				000	000	050	153
PARTICIPATION	-20 000	0	-20 000	000	000	050	153
				-100	-105	-110	-115
E-LEARNING	-100 000	0	-20 000	000	000	250	763
TRANSITION	-1 000			-1 000	-1 050	-1 102	-1 157
GRANT	000	0	-20 000	000	000	500	625
LOTTERY							
REVENUE				-20	-21	-22	-23
GRANT	-20 000	0	-20 000	000	000	050	153
				-100	-105	-110	-115
PROPERTY				000	000	250	763
RATES GRANT	-100 000	0	-100 000	000	000	250	763
		-2					
SMALL TOWN		000	-2 000	-100	-105	-110	-115
REHAB	-20 000	000	000	000	000	250	763
				-250	-262	-275	-289
DISASTER FUND				000	500	625	406
HOUSING	-250 000	0	-250 000	000	500	625	406
				-20	-21	-22	-23
POMEROY				000	000	050	153
STREET PAVING	-20 000	0	-20 000	000	000	050	153
		-1					
SPORT AND	-1 000	000	-1 000	-500	-525	-551	-578
RECREATION	000	000	000	000	000	250	813
		-1					
EPW Grant	-1 000	000	-1 000	-1 115	-1 170	-1 229	-1 290
	000	000	000	000	750	288	752
		-360		-360	-378	-396	-416
Library Grant	-360 000	000	-360 000	000	000	900	745

		-1					
MPCC Grant	-1 100 000	100 000	-1 100 000	-500 000	-525 000	-551 250	-578 813
Tugela Ferry		-600 000		-300 000	-315 000	-330 000	-347 000
Street Lighting	-600 000	000	-600 000	000	000	750	288

Capital Budget	2012/13	YTD	ANTICIPATED	2013/14	2014/15	2015/16	2016/17
Less MIG Grant							36 863
Capital	26 665 000	16 000 000	23 000 000	31 844 000	33 436 200	35 108 010	411
Shortfall/(Surplus)	-3 500 000	17 164 403	115 726	-9 124 295	-9 623 510	-10 147 685	-10 698 070
Utilise for Capital Budget							
2 Vehicles 4x2				700 000	9 000 000	10 000 000	10 000 000
Furniture	200 000			500 000			
4x4 Vehicle				300 000			
Computor and office equipment	200 000		500 000				
Double Cab				300 000			
Roller	1 000 000						
Fire and emergency office				1 500 000			
Grader	2 000 000						
TLB				800 000			
Water Tanker	1 000 000						
Workshop				800 000			
Waste recycling plant				300 000			
Guard house				300 000			
Planter 4 row				150 000			
Shortfall to be funded by							
previous surplus	900 000			-2 974 295	-623 510	-147 685	-698 070

Table48 : Capital budget

**Table 49 : 3 YEAR CAPITAL BUDGET  
STARTING IN 2013/2014**

SUMMARY	FUNDING SOURCE	BUDGET YEAR 2013/2014	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	TOTAL
MUNICIPAL MANAGER'S OFFICE		2 283 992	190 333	190 333	190 333	190 333	190 333	190 333	190 333	190 333	190 333	190 333	190 333	190 333	2 283 992
CORPORATE SERVICES		8 042 096	670 175	670 175	670 175	670 175	670 175	670 175	670 175	670 175	670 175	670 175	670 175	670 175	8 042 096
DEVELOPMENT PLANNING SERVICES		4 914 979	409 582	409 582	409 582	409 582	409 582	409 582	409 582	409 582	409 582	409 582	409 582	409 582	4 914 979
FINANCIAL SERVICES		5 020 675	418 390	418 390	418 390	418 390	418 390	418 390	418 390	418 390	418 390	418 390	418 390	418 390	5 020 675
TECHNICAL SERVICES		4 555 049	379 587	379 587	379 587	379 587	379 587	379 587	379 587	379 587	379 587	379 587	379 587	379 587	4 555 049
		24 816 790	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	2 068 066	24 816 790

TABLE 50

**2014/2015 FINANCIAL YEAR**

SUMMARY	FUNDING SOURCE	BUDGET YEAR 2014/2015	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	TOTAL
MUNICIPAL MANAGER'S OFFICE		2 398 191	199 849	199 849	199 849	199 849	199 849	199 849	199 849	199 849	199 849	199 849	199 849	199 849	2 398 191
CORPORATE SERVICES		8 444 201	703 683	703 683	703 683	703 683	703 683	703 683	703 683	703 683	703 683	703 683	703 683	703 683	8 444 201
DEVELOPMENT PLANNING SERVICES		5 160 728	430 061	430 061	430 061	430 061	430 061	430 061	430 061	430 061	430 061	430 061	430 061	430 061	5 160 728
FINANCIAL SERVICES		5 271 708	439 309	439 309	439 309	439 309	439 309	439 309	439 309	439 309	439 309	439 309	439 309	439 309	5 271 708
TECHNICAL SERVICES		4 782 801	398 567	398 567	398 567	398 567	398 567	398 567	398 567	398 567	398 567	398 567	398 567	398 567	4 782 801
		26 057 630	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	2 171 469	26 057 630

TABLE 51

**2015/2016 FINANCIAL YEAR**

SUMMARY	FUNDING SOURCE	BUDGET YEAR 2015/2016	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	TOTAL
MUNICIPAL MANAGER'S OFFICE		2 542 083	211 840	211 840	211 840	211 840	211 840	211 840	211 840	211 840	211 840	211 840	211 840	211 840	2 542 083
CORPORATE SERVICES		8 950 853	745 904	745 904	745 904	745 904	745 904	745 904	745 904	745 904	745 904	745 904	745 904	745 904	8 950 853
DEVELOPMENT PLANNING SERVICES		5 470 371	455 864	455 864	455 864	455 864	455 864	455 864	455 864	455 864	455 864	455 864	455 864	455 864	5 470 371
FINANCIAL SERVICES		5 588 011	465 668	465 668	465 668	465 668	465 668	465 668	465 668	465 668	465 668	465 668	465 668	465 668	5 588 011
TECHNICAL SERVICES		5 069 769	422 481	422 481	422 481	422 481	422 481	422 481	422 481	422 481	422 481	422 481	422 481	422 481	5 069 769
		27 621 088	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	2 301 757	27 621 088

**AG COMMENTS ATTACHED AS ANNEXURE C**

## SECTION G ANNUAL OPERATIONAL PLAN

### MUNICIPAL SDBIP 2013/14

#### 7. PROJECTS

##### 7.1 INTRODUCTION

This section of the IDP deals with projects and focuses primarily on the projects planned for implementation during the 2013/14 financial year. The copy of the **SDBIP 2013/14** is attached as annexure A.

##### 7.2 ONE YEAR OPERATIONAL PLAN

TABLE 52 : One Year Operational Plan: PROJECTS

MUNICIPAL PROJECTS	PROJECT TYPE	FUNDER	STATUS
Kwa-Sishi	Access roads	MIG	new
Gidamasoka,	Access roads	MIG	new
Mumbe	Access roads	MIG	new
Pomeroy access road upgrade phase 1	Access roads	MIG	new
Nsimbini	Access roads	MIG	new
Ncence	access roads	MIG	new
<b>Upgrade of Pomeroy</b>	Regional Sport Field	MIG	new
<b>Pomeroy recycling facility</b>	waste	EPWP/EQ	new
<b>Entire municipal area</b>	Pound	DCOGTA	<b>ongoing</b>
<b>Entire Municipal area</b>	Creches		Still to be identified
<b>Entire Municipal area</b>	access roads Maintainance	EPWP/EQ	Ongoing Process
<b>3 TOWNS: food for waste</b>	Waste collection		ongoing
Mbono phase 1= 300	Electricity		new

connections			
Sjozini phase 1 = 300 connections	Electricity		new
LED Project			new

*COPY OF SDBIP 2013/14 ( EXCEL FILE ATTACHED ON DISK) ANNEXURE A*

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SECTION H ORGANISATIONAL PERFORMANCE SYTEM

**MSINGA MUNICIPALITY PERFORMANCE REPORT**  
01 JULY 2011-30 JUNE 2012

PERIOD FROM

Natio nal KPA	LOCA L KPA	PRO VINCI AL PGDS	Objec tive	Key Perfor mance Indicat or	2010/2 011 Baselin e	2011/2012 Annual Performance Target	2011/ 2012 Actua l Perfo rman ce	Varia nce betw een Targe t and Actua l Perfo rman ce	2012/ 2013 Perfo rman ce Targe t	Resp onsib le Depa rtme nt
Good Gove rnanc e and Publi c Partic ipatio n	Publi c Partic ipatio n	Cross - cutti ng Priori ties	To ensur e and impro ve public partici pation proces s in local gover nance .	Progres s made regardi ng the review and impeme ntation of the commu nication policy. The number of izimbizo s held.	Comm unicati on policy was in place and was imple mente d throug h izimbiz os held in every ward.	38 izimbizos: two per ward	the munic ipal consu ltativ e sessio ns throug h izimbi zo were succe ssfull y held in every ward. 37 izimbi zos were held. Com munic ation policy in place.	one imbiz o was not held due to ward matt ers.	Annu al imple ment ation of the com munic ation policy . 38 izimbi zos to be held. Com munic ation policy in place	Corp orate Servi ces
				through an IDP/bud get engege ment. The number of ward commit tee meeting s held per ward per	the comm unity was activel y engege d in develo pment matter s and ward comm unity meetin	228 meetings. One meeting per month x 19 wards=228	194 ward com mittee meet ings were held	targe ted was 208 meet ings, actu al is 194 and not achie ved is 14.	228 ward com mittee meet ings to be held. 12 meet ings x 19 ward	



				annum.	gs were attend ed.204 ward commi ttee meetin gs held.			s= 228		
	trans foma tion and instit ution al devel opm ent	to organi ze coun cil meeti ngs well in advan ce	number of days before agenda is sent	council meetin gs organiz ed succes sfully with the agenda sent 5 days prior to the meetin g.	5	7 EXCO meeti ngs were held and 5 Full Coun cil meeti ng were held	counc il meeti ngs were organ ized succe ssfull y with the agen da being sent no later than 5 days prior to the meeti ng. Varie nce one speci al meeti ng.	target was achie ved excep t when it was a speci al meeti ng.	Corp orate Servi ces	
		to provid e capaci ty devel opme nt for Coun cillors,	Number of trainings attende d	WSP in place	190 ward committees attended a two day training. One councillor attended one year course with the University of Pretoria.10 staff members started a 24 months	financ ial mana geme nt cours e starte d in 2010/	14 traini ngs	14 traini ngs to be held	Corp orate Servi ces	

				ward comm ittees and Offici als			programme on financial management.	11 conti nued.			
	By-Laws			To ensur e that by-laws are prepa red accor dingly and store d	No of by-laws/po licies reviewe d.	declara tion forms for council lora are in place,a list of policie s are in place.	Identifyied policies for review	6 polici es identi fied	6 polici es to be revie wed. A list of polici es appro ved by 30 June 2012	policie s in place	Corp orate Servi ces
	Polici es			To devel op a electr onic huma n resour ce syste m within the institu tion.	Progres s made regardi ng the installat ion of human resourc e system	HR System in place	website to be updated	One annu al imple ment ation repor t was submi tted to the Muni cipal Mana ger. The munic ipal websi te is still not updat ed	websi te not updat ed due to poor techn icians	Progr ess is made with the manag ement of contra cts and it is submi tted to the MM within a month after falling due	Corp orate Servi ces
Basic Servic e Deliv ery and Infrast ruct	Com munit y and Social Infrast ruct ure	Basic Servi ce Deliv ery and Infrast ruct		To provid e better access road netwo rk	percent age increas e in the number of access roads	backlo g based on hut count data 58% of househ	9 new access roads were developed. The target is to employ 500 women to maintain local access roads previously built buy the municipality.	to compl ete 9 acces s roads &to maint	8 comp leted 1 is at 85%. Proje ct delay	500 wom en	Tech nical Servi ces

ure Inves tmen t		ure Inves tmen t		built &mantai ned.inc rease the number of women employ ed in road mantai nance.	olds have no access to access roads.3 30 wome n are emplo yed.		ain 50 roads	ed by earth works .			
			To devel op and imple ment CIP AND IWMP	develop CIP,IW MP,UP GRADE Pomero y landfil site	no progre ss to date as the munici pality could not secure fundin g. Fundin g is being sought .	fundin g for IWMP was appro ved for 2012/ 13 financi al year		the upgra ding of Pome roy Landf ill site has been cance lled beca use the distri ct is estab lishin g the regio nal landfi ll site.	Due to fundin g constr aints, IWMP and CIP will be develo ped during 2012/ 2013	Tech nical Servi ces	
			To accele rate electri ficatio n of msing a	number of houses provide d with electrici ty	(29726 househ olds) 91,% of househ olds have no access to electric ity.	1500 connections		1500 new conne ctions compl eted	100% conn ectio n comp leted but await ing to be energ ised		Tech nical Servi ces
			To devel op	number of sporting	four sportsf ield in	to maintain 4 sportfields,develop two new sportsfields	Gxob anya wo is		maint ain 06 sport	Tech nical Servi	

				and manage sporting facilities	facilities maintained. number of sporting facilities completed and handed over.	place.	at Gxobanyawo and Shiyane	90% complete, Shiyane: scope of work for 2011/2012 has been completed, the overall project will be completed during 2012/2013		sfield s	ces
				to develop adequate housing	progress made towards the development of sustainable housing	5 housing projects at different stages. no house built yet.	Bathembu target is 1260 units, Pomeroy, Ezibomvini, Latha, Mvundlweni & Kwadolo. Target is 500 units for each of the five projects	Mvundlweni is progressing well 83 completed, 124 foundations completed. Ezibomvini & Bathembu stage 2 have been submitted.	five projects are delayed by processes. Kwadolo has land issues, Pomeroy is awaiting ROD, Latha is delayed due to poor	to implement housing projects in line with the housing plan	development planning

									performanc e of IA.		
					Progres s made with the develop ment of 19 social infrastr ucture projects .	17 (creche s/4 room houses /comm unity hall) project s comple ted	all 19 ward projects to be completed	All proje cts were compl eted but some other contr actors were not paid with 2011/ 2012 financ ial year due to delay in submi tting claim s		19 proje cts	Tech nical Servi ces
				To ensur e 100% expen diture of capita l and grant funde d projec ts	Quartel y expendi ture report	100% MIG spent on project s.	100% expenditure of MIG and other grant funded projects by 30 June 2012	Expen diture on MIG is 100% and condi tional grant is 80%	Condi tional Grant s such as electr ificati on grant s not fully spent due to delay s recei ved from Esko	100% expen diture of MIG and other grant funde d proje cts by 30 June 2013.	Tech nical Servi ces

			To ensure MFM A and Budget Compliance					m		
				Progress made regarding the Budget review and approval of 2011/12 financial year	2011/12 Budget approved by Council on the 29th April 2011	Draft 2012/13 Budget approved by Council on 28 March 2012, final budget adopted by Council on 23 May 2012	2012/13 Budget draft approved by Council by 28 March 2012. Final 2012/13 Budget approved by Council by the 23 May 2012		2012/13 Budget approved by Council by the end of May 2013.	Finance
				Progress made with the drafting and adoption of an SDBIP	2010/11 SDBIP was not adopted within 28 days after budget had been adopted by Council.	2011/12 SDBIP to be finalised within 28 days after the budget has been adopted by Council	2011/12 SDBIP was finalised and adopted by Council in September 2011		2012/13 SDBIP to be finalised within 28 days after the budget has been adopted by Council	Finance
Municipal Financial Viability	MFM A Budget Office	Municipal Financial Viability and Management		Extent of compliance of section 71 of	100% annual compliance	100% annual compliance	100% annual compliance		100% annual compliance	Finance

				the MFMA							
				% of audit undertaken in line with the annual audit programme	100% annual compliance	100% annual compliance	100% annual compliance		100% annual compliance	Finan	ce
				% achievement of MFMA checklist	60% annual compliance	60% annual compliance	60% annual compliance		100% annual compliance	Finan	ce
			To obtain an unqualified audit report	Audit report and addressing responses	Unqualified audit report of 2009/10	to obtain an unqualified audit report of 2011/12fy	Unqualified audit report of 2011/12 fy not yet obtained		To obtain an Unqualified audit report of 2012/13 fy	Finan	ce
			To pay suppliers on time	Average time taken to pay suppliers	30 days of the statement date	30 days of the statement date	30 days of the statement date		30 days of the statement date	Finan	ce
			To ensure alignment of the IDP to the Budget	% alignment of budget to IDP	80% alignment of the IDP and Budget	100% aligned Budget to IDP	100% aligned Budget to IDP		100% aligned Budget to IDP	Finan	ce
			To submit monthly Budget	Number of monthly Budget monitoring	12 monthly budget monitoring reports	12 reports submitted annually	12 monthly budget monitoring	Monthly reports also have to be	12 monthly budget monitoring	Finan	ce

				monio ring report s to the Mayo r	reports to the Mayor	submit ted to the Mayor and NT		repor ts submi tted to the Mayo r and NT	subm itted to NT	repor ts to be submi tted to the Mayo r and NT	
				To submi t 2011/ 12 annua lly financ ial state ments to AG	Submiss ion of 2011/1 2 Annual financia l stateme nts to Auditor General on the 30 August 2012	Proof of submis sion of the 2010/1 1 Annual Financi al Statem ents has been filed	Proof of submission of 2011/12 annual financial statements to AG before 31 August 2011	2011/ 12 annu al financ ial state ment s to be submi tted to AG by 31 August 2012 (are in cours e of prepa ration )		Proof of submi ssion of annu al financ ial state ment s to AG befor e 31 August of the financ ial year.	Finan ce
				To obtain an unqua lified audit report	An unqualif ied audit report from the AG on 2009/1 0 Annual financia l stateme nts.	unqalif ied audit report from the AG on 2009/1 0 Annual financi al statem ents.	Auditor-General's report by 31 December 2010	unqu alified audit repor t from the AG on 2011 Annu al financ ial state ment s.		To obtai n an Unqu alified audit repor t from the AG on 2011/ 12 Annu al financ ial state ment s.	Finan ce



				To ensure 100% expenditure on capital and grant funding	Submission of quarterly expenditure report	Four expenditure reports were submitted by 30 June 2011	Four expenditure reports be submitted by 30 June 2012	Four expenditure reports were submitted to ExCo and NT by 30 June 2012	Reports also have to be submitted to NT	Four expenditure reports submitted to ExCo and NT by 30 June 2013	Finance
				to increase revenue in the municipality	progress towards the implementation of Rates policy	rates policy implementation postponed in 2010/11	implement rates policy	Rate policy has been implemented	Income that is received by the Municipality	rates be collected to increase municipal revenue	Finance
					Number of jobs created through the LED initiatives		Local jobs were created, during the Mayoral Izimbizo local caterers, tent, toilets and entertainment are hired				Development planning
Socio - Economic Development	Economic Development	Local Economic Development	To promote, coordinate and manage economic growth	An adopted LED Strategy	outdated LED strategy. funding received from the department of economic development. R300 000 grant.	LED strategy development commenced		LED strategy completed and adopted by EXCO, will be adopted by the full council in 26 September		Review implementation of the LED Strategy in line with the LED Vision 2014	Development Planning

							2012			
			to implement the Pound act	Municipality received a grant from DCOGT A to develop a pound. No pound in place this financial year.	develop a municipal pound,workshop councillors on the pound by-laws	pound tender was advertised. By-Laws workshops happened and adopted	the delay in awarding the tender was due to one service provider tendering	operate and maintain the Pound in line with DCOGT A guidelines.	Development Planning	
			to revitalize the agricultural projects through the use of the packhouse	packhouse in place but not functional.400 gardens developed through one home one garden project	400 gardens established	400 gardens		packhouse not functioning because of tensions around its ownership	Development Planning	
	Tourism	Cross-cutting		assist needy families with burial facilities	through the provision of coffins or food parcels	216 families assisted in 2010/11 Financial Year	244 Families were assisted during 2011/2012 financial year	Target not predetermined because its provided on needs basis		Development Planning
			Development of HIV / Aids	Progress made in the implementation	HIV / Aids policy developed	Four annual implementation reports were submitted to the MM regarding the	Four annual implement	None	Development of HIV/Aids	Development Planning

			strategy which is in line with the Provincial HIV/Aids strategy	n of the HIV/AIDs strategy	and Aids Council in place	implementation of the strategy	ation reports submitted to the MM regarding the implementation of the strategy		Strategy which would lead to sound and sustainable programmes to be implemented	ing
	HIV / Aids programme	Cross-cutting	To establish a sports league to ensure proper administration of sporting codes.	number of sporting games organized and attended.	the sports league is functional and Msinga have six sport streams but only three were active by 30 June 2012.	Three streams were achieved		Not all streams participated		Development Planning
	Sports, Arts, Culture and Recreation		To host a cultural day to promote cultural dance and music unique to Msinga.	number of artists that participated	one cultural day held once a year.	one event to be hosted	one successful event done	None	one cultural day	Development Planning

			To develop programmes that are targeting youth, children, elderly, women and people living with disability	Number of programmes developed for each category	Disability Forum in place Youth projects focusing on developing skills are in place. one youth per ward	One programme developed and implemented for each category by 30 June 2012.	16 youth attended computer training courses. 19 youth employed on temporary basis. 394 women employed in siyazenzela project. 38 youth assisted with tertiary registration.	Programmes for children could not be developed during the year under review due to financial constraints	Development of programmes for children and also monitoring the implementation of programmes that were implemented during the year under review	Development Planning
	Special Projects		To ensure institutional transformation	Number of people from the designated group employed in three highest levels of management	One woman, two youth were employed at middle management level by 30 June 2010. no person living	two people from designated groups(youth/women) be employed in three highest levels of management by 30 June 2012.	One youth was employed at middle management level by 30 June 2012. one person		Appointment of one woman at top management, and also one person living with	Corporate Services

					with disability employed by 30 June 2011		n living with disability employed by 30 June 2012		disability at middle management, provided that there are vacancies	
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Cross-cutting Priorities	To provide capacity development for Councillors and Officials	% of the municipality's budget actually spent on implementing its workplace skills plan	100% of the WSP budget was spent by 30 June 2011	R100 000,00 was budgeted for 2011/12 financial year.	R133 246 was spent in WSP programme.	R 33 246.00	100% of the WSP budget to be spent by 30 June 2013	Corporate Services
		Administration		Compilation of WSP	2010/11 WSP signed and was submitted to Department of Labour within five (5) days before the due date	2011/12 WSP to be signed and submitted to Department of Labour within five (5) days before the due date	2011/12 WSP signed and was submitted to Department of Labour within five (5) days before the due date		2012/13 WSP to be signed and submitted to Department of Labour within five (5) days before the due date	Corporate Services
			To develop declar							

				ation of interest forms for employees and Councilors	development of declaration of interest forms for employees and Councilors	ts forms were signed by employees and Councilors, and submitted to the MM for approval by 31 July 2011	to the MM for approval by 31 July 2012	sts forms developed and signed by employees and Councilors, and submitted to the MM for approval by 31 July 2012		sts forms to be signed by employees and Councilors, and submitted to the MM for approval by 31 July 2013	
				To ensure that Council and Committee minutes are produced on time	Time taken to produce Council and Committee minutes	Council and Committee minutes were produced one week after the meeting	Council and Committee minutes to be produced and circulated one week after the meeting	Council and Committee minutes were produced and circulated one week after the meeting		Council and Committee minutes to be produced and circulated one week after the meeting	Corporate Services
				To review the Municipal organogram	Turn around time in the filling of Posts as approved by Council	Most posts were filled within three months after the	Two months after the post has been approved by Council or become vacant	Most posts were filled within three months	Three months period was not practical inter	Filling of posts within a three months period	Corporate Services

					post has become vacant		after the posts have become vacant	ms of adhering to all the requirements of filling in the posts	d after the posts have become vacant	
				Progress made in the review of the Municipal organogram	Organogram was last reviewed by 2005 as part of the IDP	Organogram reviewed and aligned to municipal IDP by 30 June 2012	Organogram reviewed by end of April 2012, as part of the IDP		Organogram reviewed by 30 June 2013 as part of the IDP	Corporate Services
			Review and Implementation of a Credible IDP based on up to date and accurate statistics	Percentage of Credible data obtained to facilitate 2012/13 IDP review	100% of the Stats SA data, obtained and was integrated into the 2011/12 IDP	100% of data, obtained and integrated into the 2012/13 IDP Review by end May March 2012	2007 Stats SA information used		100% of the data to be integrated into the 2013/14 IDP by 31 March 2013	Development Planning
			To review MSIN GA LM SDF	Progress with the implementation of the SDF	SDF was last Reviewed in 2007 and adopted	review the municipal SDF in line with the IDP 2012/13. Adopt the municipal LUMS,	The LUMS was not adopted. The SDFre	the municipality has to prepare the new	Review of the SDF in line with the IDP.A	Planning and Social Development

					d by Council as part of the 2006/7 IDP Review .in 2008/09 financial year municipality received a grant funding of R100 000 from DCOGT A for the review of the SDF in september 2008. no adopted LUMS in place		view commenced in 2011/12.	LUMS in line with the new legislation PDA.SDF was not adopted along with the IDP 2012/2013, it will be adopted in mid-september 2012	dopti on of a wall to wall schemes in line with the amended PDA.	
				progress with the development of a Keates' Drift Precint plan 2012	no Precint Plan in place	Complete and adopt Keates Drift Precint Plan	The plan is currently in progress.80% complete.	the plan is not completed because it stated in January 2011	reports on implementation of the plan	
			To align IDP secto	Progress made with	2011/12 IDP Review finalise	IDP finalised and adopted by Council in 30 June 2012	2012/13 IDP Revie		2013/14 IDP to be	Plan ning and Soci



				r plans with the PGDS , PSED S and NSDP	the prepar ation and alignm ent 2011/1 2 IDP Review sector plans with PGDS, PSEDS and NSDP.	d and adopte d by Council by 19 May 2010		w finalis ed and adopt ed by Coun cil by 23 May 2012		finalis ed and adopt ed by Coun cil by 31 May 2013	al Deve lopm ent
					develo ping a proces s to prepar e the IDP in line with MSA require ments	Proces s Plan 2011/1 2 adopte d Septe mber 2010	Process plan 2012- 2017 adopted by council on 14th September 2011	Proce ss plan 2013/ 14 has been prepa red to go to counc il in Septe mber 2012		Proce ss plan 2014/ 15 to be prepa red and adpte d in Septe mber 2013	Plan ning and Soci al Deve lopm ent
				To devel op and imple ment a local disast er mana geme nt plan	Progres s made regardi ng the implem entatio n of the Disaster Manage ment Plan .numbe r of disaster s reporte d .	Disaste r Manag ement Plan in place adopte d with the IDP in 2011/1 2	disaster plan reviwed in line with the IDP2012/13. implementation of Disaster plan continues. About 329 houses were damaged by storm.	The tende r was adver tised by Rural Devel opme nt and Land Refor m Depart ment as the funde r of the	The depar tmen t has taken too long to appoi nt	imple ment aion of Disast er Mana geme nt plan.	Plann ing and Socia l Devel opm ent

								Disast er Plan docu ment			

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<u>Annexures</u>	<u>status</u>
Msinga SDBIP 2013/14 -	adopted
Msinga draft SDF -	not adopted
AG Comments	

## appendix G MUNICIPAL SECTORAL PLANS

NO	Sector plan	Completed (Y/N)	Adopted (Y/N)	Adoption date	Date of next review
1.	DSF	YES	NO(awaiting a stakeholder workshop)		
2.	LED Strategy	yes	NO(awaiting a stakeholder workshop)		
3.	IWMP	NO	In progres		
4.	Housing plan	yes	yes	2008	2013/2014
5.	Disaster Mngt. Plan	no	In progress		
6.	Precinct plans for Pomeroy, Tugela Ferry& Keates Drift	no	In progress		
7.					

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# ANNEXURE A SDBIP

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# ANEXURE B SDF

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# **ANNEXURE C AUDITOR GENERAL COMMENTS**